Army Regulation 350–41

Training

Training in Units

Unclassified

SUMMARY of CHANGE

AR 350–41
Training in Units

This revision consolidates several publications to provide comprehensive policy
for training in units. It establishes how unit leaders --

o Determine what tasks to train (chap 3, sec I).

o Build soldier, leader, and unit proficiency (chap 3, sec II).

o Develop and publish training plans (chap 4)

o Conduct training (chap 5).

o Execute specific training programs (chaps 6-18).

*Army Regulation 350–41
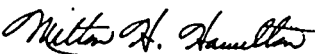
Training

Training in Units

History. This UPDATE printing publishes a consolidation of several regulations.

Summary. This UPDATE printing is a consolidation of several regulations that provide policy governing training in units. With this consolidation, policy has been updated and aligned with doctrine for training management established in FM 25–100 and FM 25–101. Responsibilities of commanders to conduct and manage unit training programs, both in the Active and Reserve Components, are defined. Additionally, guidance is provided on selected soldier training programs in units, such as weapons qualification and physical training.

Applicability. This regulation applies to the Active Army, Army National Guard, and U. S. Army Reserve. This publication applies during partial and full mobilization.

Proponent and exception authority. Not applicable

Army management control process. This Army regulation is subject to the requirements of AR 11–2. It contains internal control provisions but does not contain checklists for conducting internal control reviews. These checklists are being developed and will be published at a later date.

Supplementation. Supplementation of this regulation and establishment of forms other than DA forms are prohibited without prior approval from HQDA (DAMO–TRO) WASH DC 20310–0450.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Operations and Plans. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA(DAMO–TRO), WASH DC 20310–0450.

Distribution. Distribution of this publication is made in accordance with the requirements in DA Form 12–09–E, block number 2171, intended for command level A for Active Army, Army National Guard, and U.S. Army Reserve.

Contents (Listed by paragraph and page number)

*This regulation supersedes AR 350–15, 3 November 1989; AR 350–26, 24 August 1973; AR 350–37, 29 January 1986; AR 350–41, 26 September 1986; and AR 350–42, 14 October 1988.

Unclassified

Contents—Continued

Contents—Continued

RESERVED

Chapter 1
Introduction

1–1. Purpose
This regulation prescribes Department of the Army (DA) policy for training in units. It includes modification table of organization and equipment (MTOE) units and table of distribution and allowance (TDA) units. (See AR 350–1 for general policy governing the Army training system and responsibilities of major Army commands (MACOMs) and AR 351–1 for Army policy governing training in schools.)

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Training doctrine
This regulation outlines essential training functions accomplished in units. Detailed procedures the Army uses to plan, execute, and assess training are described in the FM 25–series.

1–5. Exceptions
The Deputy Chief of Staff for Operations and Plans (DCSOPS) has authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The DCSOPS may delegate this authority in writing to a division chief within the proponent agency in the grade of colonel or the civilian equivalent. The approval authority will coordinate all questions regarding the scope of authority to approve exceptions with Headquarters, Department of the Army (HQDA), Office of The Judge Advocate General, ATTN: DAJA–AL, WASH DC 20310–2200.

Chapter 2
Responsibilities

Section I
Headquarters, Department of the Army

2–1. Deputy Chief of Staff for Operations and Plans
The DCSOPS will —

a. Exercise Headquarters, Department of the Army (HQDA) supervision for defining concepts, strategies, resources, policies, and programs for unit training and evaluation.

b. Approve all Army training programs and common military training (CMT) requirements.

c. Ensure that all Army training resource requirements defined by the Combined Arms Training Strategy (CATS) (for example, operating tempo (OPTEMPO), ammunition, ranges, facilities, maneuver areas, Combat Training Centers (CTCs), training aids, devices, simulators, and simulations) are effectively integrated so that Total Army units (heavy, light, special operations, Active and Reserve) can train to standard.

d. Serve as chairman of the Standards in Training Commission (STRAC).

e. Establish procedures for review and approval by Headquarters, Department of the Army of training land and range projects that are funded with Military Construction, Army appropriations and range projects that are funded with Operations and Maintenance, Army appropriations.

f. Advise the Chief of Staff on all joint interoperability training programs. The primary program under the DCSOPS in this area is the Joint Chiefs of Staff (JCS) Exercise Program.

g. Exercise HQDA responsibility for leader development and training (DAMO–TRO) (chap 6).

h. Exercise HQDA responsibility for training of soldier and leader tasks (chap 7) to include establishing policy for leader assessments and common task testing (DAMO–TRO).

i. Exercise HQDA responsibility for soldier training courses (DAMO–TRO) (chap 8).

j. Exercise HQDA responsibility for the Army Physical Fitness Program (DAMO–TRO) (chap 9).

k. Exercise HQDA responsibility for weapons training and weapons qualification (DAMO–TRO) (chap 10).

l. Exercise HQDA responsibility for training of nuclear, biological, and chemical (NBC) defense and chemical warfare (CW) tasks (DAMO–SWC) (chap 11).

m. Exercise HQDA responsibility for training in the Code of Conduct and survival, evasion, resistance, and escape (SERE) (DAMO–TRO) (chap 13).

n. Exercise HQDA responsibility for Army modernization training (DAMO–TRS) (chap 15).

o. Monitor the joint airborne/air transportability training (JA/ATT) program (DAMO–TRO) (chap 16).

p. Exercise HQDA responsibility for amphibious training (including joint aspects) as it pertains to unit training (DAMO–TRO) (chap 17).

q. Exercise HQDA responsibility for post–mobilization training (DAMO–TRR) (chap 18).

2–2. Director of Training, HQDA
The Director of Training will —

a. Act for the DCSOPS as the HQDA representative for training matters.

b. Direct Program 2 (Mission) and Program 8 (Training) of the Operation and Maintenance, Army budget.

c. Monitor Program 5 (Guard and Reserve Forces) of the Army National Guard and U.S. Army Reserve (USAR) budget.

d. Approve Combined Arms Training Strategy updates to ensure updates support optimal program objective memorandum (POM) to budget adjustments. Also, ensure that projected Combined Arms Training Strategies targeting the late POM period are kept current to support training resource requirement definition.

e. Act for the Secretary of the Army as the Executive Agent for the Defense Foreign Language Program for military personnel.

f. Manage Army participation and support of the training aspects of the joint interoperability program. This includes —

(1) Programming and managing all Army Incremental P2M support for the JCS exercise program.

(2) Acting for the DCSOPS on resource issues relating to joint training.

g. In coordination with Chief, Army Reserve (CAR), approve training strategies developed for the Individual Ready Reserve (IRR) by Commander, U.S. Army Training and Doctrine Command.

h. Provide policy (AR 350–50) and management oversight for the Combat Training Center program and schedule units for training at the Joint Readiness Training Center (JRTC) and with the Battle Command Training Program (BCTP).

2–3. Deputy Chief of Staff for Personnel (DCSPER)
The DCSPER will —

a. Supervise the U.S. Total Army Personnel Command (PERSCOM) in managing the professional development of active duty soldiers and Army civilians. This includes—

(1) Selection and scheduling of selected personnel at certain Army schools.

(2) Establishment of policy governing the use of training results within the Enlisted Personnel Management System.

b. Exercise Army Staff responsibility for leadership.

c. Provide policy guidance for the Army Health Promotion Program, the Army Body Composition/Weight Control Program, the Army Alcohol and Drug Abuse Program, and the Tobacco Cessation Program.

2–4. Assistant Secretary of the Army (Research, Development, and Acquisition) (ASA(RDA))
The ASA(RDA) will provide policy and guidance to research,

develop, and procure system and nonsystem training devices and other training materials to support unit training as envisioned in projected Combined Arms Training Strategies.

2–5. Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA))
The ASA(M&RA) has secretariat responsibility to oversee training requirements, personnel, training, and structural considerations required to support new systems. This oversight includes system and nonsystem training devices, simulators, and simulations.

2–6. Deputy Chief of Staff for Logistics (DCSLOG)
The DCSLOG will —

a. Act as the functional adviser for officer and enlisted logistics specialist training.

b. Exercise HQDA responsibility for logistics training and identify strategies and training resources for logistics training.

2–7. Deputy Chief of Staff for Intelligence (DCSINT)
The DCSINT will —

a. Exercise HQDA responsibility for the functional aspects of officer and enlisted intelligence and counterintelligence specialists training.

b. Exercise HQDA responsibility in developing policy related to foreign area officer (FAO) training, institutional and forces intelligence and security training, and opposing forces (OPFOR) training (AR 350–2).

c. Exercise HQDA responsibility for cryptologic and general intelligence training, to include National Security Agency training forums and new training requirements.

d. Manage the Tactical Intelligence Readiness Training (REDTRAIN) program in accordance with AR 350–3.

e. Manage the Army Language Program.

f. Exercise HQDA responsibility for the civilian Foreign Language Proficiency Pay (FLPP) program under the Civilian Intelligence Personnel Management System (CIPMS).

g. Exercise responsibility for civilian career management, training, and education within career program 35 (Intelligence).

2–8. Director, Information Systems for Command, Control, Communications, and Computers (DISC4)
The DISC4, will —

a. Act as the functional adviser concerning officer and enlisted specialist training on information systems for command, control, communications, and computers.

b. Exercise HQDA responsibility concerning training on information systems for command, control, communications, and computers.

c. Exercise HQDA responsibility for establishing policy, procedures, and standards for publications supporting Army training programs.

2–9. The Surgeon General (TSG)
The Surgeon General will —

a. Provide health and professional medical education training for the Army. This includes medical training for individuals and units not in the Army Medical Department (AMEDD) and includes medical training under special circumstances, such as NBC defense conditions (chap 11).

b. Develop officer and enlisted training within the AMEDD.

c. Develop field medical support concepts, doctrine, training and leader development programs, and user tests.

d. Provide force modernization training concerning medical material in accordance with AR 350–35 and projected strategies for medical units in the Combined Arms Training Strategy.

e. Provide medical intelligence training.

f. Provide medical mobilization training.

g. Determine policy for and manage the AMEDD education and training system and manage the professional development of AMEDD officers, noncommissioned officers (NCOs), and soldiers.

h. Monitor, evaluate, and provide guidance for improving the status of medical training readiness as reflected in Unit Status Reports for all AMEDD units.

i. Exercise HQDA responsibility for combat lifesaver training (chap 12).

j. Provide guidance in all medical, physiological, and health areas related to physical fitness and manages the Cardiovascular Screening Program (CVSP) for all personnel age 40 or older.

2–10. Chief of Chaplains (CCH)
The CCH will —

a. Provide professional training of chaplains and chaplains' assistants.

b. Develop training for commanders and schools on religious requirements, moral leadership, and suicide prevention.

c. Ensure that the total chaplain force is trained to minister in peace and war.

d. Develop moral leadership training for command programs. Examples include suicide prevention and ethics training.

2–11. The Judge Advocate General (TJAG)
TJAG will —

a. Develop and administer legal training requirements for lawyers and warrant officers in The Judge Advocate General's Corps, and legal NCOs and legal specialists in the Army and provide training requirements to DCSPER for updating the Army Program for Individual Training (ARPRINT).

b. Advise DCSOPS, DCSPER, and the U.S. Army Training and Doctrine Command (TRADOC) during the development of training support products for the Army, including training programs mandated by the domestic and international law obligations of the Army.

c. Exercise HQDA responsibility for training on the law of war (chap 14).

2–12. Chief of Public Affairs (CPA)
The CPA will —

a. Develop officer and enlisted training within the Functional Area 46 and Career Management Field 46.

b. Manage public affairs advanced education programs supporting the professional development of public affairs officers and enlisted soldiers.

2–13. Chief, Army Reserve (CAR)
The CAR will —

a. Serve as the Department of the Army adviser on Army Reserve affairs, and coordinate actions concerning Army Reserve units through the Army component commanders of combatant commands, who command and are responsible for the training of USAR units.

b. Coordinate with appropriate Army Staff elements to recommend, establish, and promulgate DA policy for training the USAR.

c. Develop policy on professional career development of officers and enlisted soldiers in the USAR.

d. Coordinate with Commander, U.S. Forces Command (FORSCOM), the units which will participate in overseas deployment training (ODT).

e. Participate with other Army Staff agencies in formulating and developing weapons qualification and weapons training policies affecting the USAR.

f. Monitor execution of the individual mobilization Augmentee (IMA) and IRR strategy.

g. Ensure that the U.S. Army Reserve Personnel Center (ARPERCEN) executes the IMA and IRR training programs and requirements in coordination with MACOMs, HQDA Staff, and Department of Defense (DOD) staff.

h. Coordinate and ensure integration of USAR training issues into the current and projected strategies of the Combined Arms Training Strategy.

i. Prescribe appropriate policy and programs for physical fitness in the U.S. Army Reserve according to chapter 9 and in coordination with FORSCOM, United States Army Pacific (USARPAC), United States Army South (USARSO), United States Army Europe

(USAREUR), U.S. Army Special Operations Command (USASOC), and ARPERCEN.

2–14. Chief, National Guard Bureau (CNGB)
The CNGB will —

a. Ensure that ARNG units train to standard on mission essential premobilization tasks selected by the commander and coordinated with the CAPSTONE chain of command, so that units can perform their wartime mission upon arrival in the gaining theater of operations.

b. Participate with FORSCOM in the joint development of command training guidance (CTG) as it pertains to the ARNG.

c. Support the States, territories, Commonwealth of Puerto Rico, and District of Columbia in the training of ARNG units in accordance with this regulation, AR 350–1, and NGR 350–1.

d. Coordinate and ensure integration of ARNG training issues into current and projected strategies of the Combined Arms Training Strategy.

e. Provide, within appropriated dollars, sufficient Federal funds to support ARNG training requirements as defined by the current unit training strategies in the Combined Arms Training Strategy.

f. Prescribes appropriate policy and programs for physical fitness in the Army National Guard.

2–15. The Inspector General (TIG)
TIG will —

a. Conduct Army–wide assessments of training management to assess the implementation of training policy and impacts of training on readiness, sustainability, and units' ability to fight and win. Assessments will focus on training resources and provide feedback to commanders in order to promote efficiency in training.

b. Conduct inspector general (IG) orientation courses in accordance with AR 20–1.

Section II
Responsibilities of Major Army Commanders

2–16. Commanding General, U.S. Army Materiel Command (CG, AMC)
The CG, AMC will —

a. Establish training functions in accordance with this regulation, AR 350–1, and AR 10–87.

b. In coordination with TRADOC, provide force modernization and sustainment training for Active and Reserve units in accordance with AR 350–35.

c. Ensure the material developments support current and projected training requirements defined by the Combined Arms Training Strategy; for example, ensure that nonsystem and system training devices are available to the force when needed.

d. Provide sustainment training to all general support maintenance units.

2–17. Commander–in–Chief, U.S. Army, Europe (CINC, USAREUR)
The CINC, USAREUR will —

a. Train and evaluate assigned forces in accordance with this regulation, AR 350–1, AR 140–1, and AR 10–87.

b. Review and provide input for updates of current unit training strategies in the Combined Arms Training Strategy. Also, provide comments on projected strategies.

c. Establish predeployment training requirements for units deploying into the U.S. European Command area of responsibility (AOR).

d. Support respective unified command exercise programs in accordance with AR 350–28.

e. Support modernization training in accordance with AR 350–35.

f. Support overseas deployment training in accordance with AR 350–9.

g. Exercise training responsibilities associated with the CAPSTONE program (AR 11–30).

h. Manage the Combat Maneuver Training Center (CMTC) and schedule units for training at CMTC.

2–18. Commander–In–Chief, U.S. Forces Command (CINC, FORSCOM)
The CINC, FORSCOM will —

a. Train and evaluate assigned forces in accordance with this regulation, AR 350–1 and AR 10–87. See also NGR 350–1 and FORSCOM/ARNG Regulation 350–2.

b. Provide input for the updates of the current unit training strategies in the Combined Arms Training Strategy. Also, provide comments on projected strategies.

c. Exercise training responsibilities associated with the CAPSTONE program (AR 11–30).

d. Support the JCS Exercise Program (AR 350–28).

e. Command USAR MTOE and TDA troop program units and reinforcement training units through the U.S. Army Reserve Command (USARC).

f. Evaluate ARNG training.

g. Provide training opportunities through the Mobilization Readiness Training Program for members of the IRR.

h. Support Overseas Deployment Training and publish instructions in accordance with AR 350–9.

i. Act as the DA Executive Agent for the JA/ATT Program.

j. Act as the DA Executive Agent for the Jungle Operations Training Center (JOTC).

k. Schedule units for training at the National Training Center (NTC).

l. Manage the Joint Readiness Training Center, once permanently stationed at Ft Polk.

m. Ensure the availability of trained units to develop and test Army organization, equipment, and doctrine for the accomplishment of amphibious operations.

2–19. Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC)
The CG, TRADOC will —

a. Administer training functions outlined in this regulation, AR 350–1, AR 351–1, AR 140–1, and AR 10–87.

b. Develop and standardize training doctrine for approval by HQDA.

c. Develop and update the Combined Arms Training Strategy as a training system for Army units by —

(1) Defining descriptive current strategies for training in units and prescriptive current strategies for training in schools.

(2) Defining projected strategies for training in units and schools.

(3) Ensuring that leaders are taught in schools to use all unit training resources, or, as a minimum, are exposed to those training resources.

(4) Identifying and prioritizing training resources required by current and projected strategies for units and schools. This includes operating tempo, ammunition, ranges, facilities, training land, targetry, training aids, devices, simulators, simulations, and embedded training.

d. Provide the training model for all Combat Training Centers to include exercise scenarios, OPFOR models, observer/controller training requirements, and assessment criteria.

e. Manage the enlisted, warrant officer, and officer individual training programs.

f. Design, develop, and distribute training programs and products in support of individual and unit training to include training in schools, soldier training publications, correspondence courses, computer based training, self–development tests, and soldier training courses contracted by installations (in accordance with chap 8).

g. Identify critical individual tasks for enlisted career management fields of the IRR and provide a prioritized list to Commanders, ARPERCEN and FORSCOM.

h. Develop, validate, coordinate, and provide training programs and instructional material for use by Reserve Component training

agencies during training activities. Training agencies include USAR schools, ARNG training academies, Intelligence Training Army Area Schools, maintenance and medical training sites, training divisions, training brigades, and ARNG/USAR troop units. Training activities include initial active duty for training (IADT), active duty training (ADT), annual training (AT), or inactive duty training (IDT).

i. Fulfill training responsibility related to force modernization (systems training integration) in accordance with AR 350–35.

j. Fulfill CAPSTONE related training responsibilities described in AR 11–30.

k. Provide subject matter expert evaluation of the JCS Exercise Program in accordance with AR 350–28.

l. Act as the DA Executive Agent for the combat training development aspects of the OPFOR Program in accordance with AR 350–2.

m. Act as the DA Executive Agent for the Standards in Training Commission.

n. Act as the DA Executive Agent for range modernization and standardization.

o. Act as the DA Executive Agent for international military education and training under the Security Assistance Training Program.

p. Act as the Army functional proponent for the Standard Army Training System (SATS).

q. Serve as the DA proponent for training standardization policy.

r. Develop and field the Army's physical fitness doctrine, training programs, and performance standards.

s. Assist Director of Training, HQDA (DAMO–TR) in developing, fielding, and sustaining automated training management systems. Act as the DA Executive Agent for the Standard Army Training System.

t. Act as the DA Executive Agent for civilian supervisory, leadership, and management training.

u. Develop and field Army doctrine and training programs for military operations in an NBC environment and under conditions of limited visibility as detailed in chapter 11.

v. Develop concepts, organizations, doctrine, and materiel requirements for amphibious operations which are peculiar to Army needs and which are not provided in JCS publications.

2–20. Commanding General, Eighth U.S. Army (CG, EUSA) and Commanding General, U.S. Army South (CG, USARSO)

The CG, EUSA, and CG, USARSO, will —

a. Train and evaluate assigned forces in accordance with this regulation and AR 350–1.

b. Establish predeployment training requirements for units deploying into the AOR.

c. Support the JCS Exercise Program (AR 350–28).

d. Support modernization training in accordance with AR 350–35.

e. Support Overseas Deployment Training in accordance with AR 350–9.

f. Exercise training responsibilities associated with the CAPSTONE program (AR 11–30).

2–21. Commanding General, U.S. Army Information Systems Command (CG, USAISC)

The CG, USAISC will plan and conduct training and evaluation in accordance with this regulation, AR 350–1, and AR 10–87.

2–22. Commanding General, U.S. Army, Pacific (CG, USARPAC)

The CG, USARPAC will —

a. Train and evaluate assigned forces in accordance with this regulation, AR 350–1, AR 140–1, and AR 10–87. See also NGR 350–1.

b. Provide input for the updates of the current unit training strategies in the Combined Arms Training Strategy. The CG, USARPAC also will provide comments on projected strategies.

c. Establish predeployment training requirements for units deploying into USARPAC AOR.

d. Support modernization training in accordance with AR 350–35.

e. Support the United States Pacific Command (USPACOM) portion of the JCS Exercise Program in accordance with AR 350–28.

f. Support overseas deployment training in accordance with AR 350–9.

g. Fulfill training responsibilities associated with the CAPSTONE program.

h. Command USAR MTOE and TDA troop program units and reinforcement training units in USARPAC.

i. Provide training opportunities through the Mobilization Readiness Training Program for members of the IRR.

j. Establish training and evaluation programs for USAR units without an applicable mission training plan.

2–23. Commanding General, U.S. Army Reserve Command (CG, USARC)

The CG, USARC, will —

a. Ensure that USAR units are organized, trained, and prepared for mobilization, commitment to war, and other missions in support of the warfighting CINCs and as directed by Headquarters, FORSCOM.

b. Assist FORSCOM in developing command training guidance as it pertains to the USAR.

c. Implement, review, and provide supplemental guidance on policies for operations, training, mobilization, and deployment.

d. Plan, program, budget, and monitor the execution and use of resources to support USAR training programs.

2–24. Commanding General, U.S. Army Health Services Command (HSC) (CG,HSC)

The CG, HSC will—

a. Act as the DA executive agent on matters pertaining to medical training.

b. Train and evaluate medical personnel for world–wide deployment in accordance with this regulation, AR 350–1, and AR 10–87.

c. Establish training requirements and develop products to support training in medical units on soldier, leader, and collective tasks.

d. Support overseas deployment training in accordance with AR 350–9.

2–25. Commanding General, U.S. Army Intelligence and Security Command (INSCOM) (CG, INSCOM)

The CG, INSCOM will —

a. Plan and conduct training and evaluation in accordance with this regulation, AR 350–1, AR 140–1, and AR 10–87.

b. Act as the DA Executive Agent for the REDTRAIN Program in accordance with AR 350–3.

c. Act as the DA Executive Agent for the foreign materiel training portion of the OFOR Program in accordance with AR 350–2.

2–26. Commanding General, U.S. Army Criminal Investigation Command (CG, USACIDC); Commanding General, U.S. Military District of Washington (CG, MDW); and Commander, Military Traffic Management Command (MTMC)

The CGs, USACIDC, USAREC, MDW, and Commander, MTMC will train and evaluate assigned forces in accordance with this regulation, AR 350–1, and AR 10–87.

2–27. Commanding General, U.S. Army Special Operations Command (CG, USASOC)

The CG, USASOC will —

a. Train and evaluate assigned forces for world–wide deployment in accordance with AR 350–1, AR 140–1, and AR 10–87.

b. Establish training requirements and develop products to support training in Special Operations units on soldier, leader, and collective tasks.

c. Support the JCS exercise program (AR 350–28).

d. Support modernization training in accordance with AR 350–35.

e. Support Overseas Deployment Training in accordance with AR 350–9.

f. Exercise training responsibilities associated with the CAPSTONE program (AR 11–30).

g. Act as the DA Executive Agent for Code of Conduct and SERE doctrine and training.

Section III
Responsibilities of Unit Commanders

2–28. Commanders of Army National Guard units
Training of the ARNG, except during Federal Service, takes place under the command of State authorities. ARNG unit commanders will conduct training as prescribed in this regulation and AR 350–1. See also NGR 350–1 and FORSCOM/ARNG Regulation 350–2.

2–29. Commanders of U.S. Army Reserve units
Training of USAR troop program units in a premobilization status is conducted as directed by FORSCOM through the USARC. Training will be conducted as prescribed in this regulation, AR 350–1, and AR 140–1.

2–30. Corps commanders and corps equivalent commanders
Commanders of the numbered armies in the continental United States Army (CONUSA) perform the following functions for Guard and Reserve units without a designated wartime command. Corps commanders and corps equivalent commanders will—

a. Publish mission essential task list (METL) and associated conditions and standards for the unit and separately for the staff. These commanders will approve METL of wartime–aligned subordinate units and select battle tasks.

b. Annually publish or update for subordinate units command training guidance and major events calendar. Guidance may include command mission, goals, training philosophy, and training strategy.

c. Publish timely, sufficiently detailed information about training events so that subordinate units can "lock in" their training plans.

d. Allocate resources to implement training (except CONUSA commanders).

e. Protect training time and reduce training detractors.

f. Evaluate training effectiveness.

g. Designate a staff surgeon responsible for supervising their respective combat lifesaver programs.

2–31. Division–level commanders and brigade/group–level commanders
Division level commanders and brigade/group commanders will —

a. Publish METL and associated conditions and standards for the unit and separately for the staff. These commanders will approve METL of wartime–aligned subordinate units and select battle tasks.

b. Annually publish or update for subordinate units command training guidance which includes a long–range calendar. Guidance may include mission, goals, training philosophy, and training strategy.

c. (Maneuver brigade commanders) develop a training strategy that ensures the brigade and its elements are trained to standard in brigade combined arms operations.

d. Plan and conduct training that focuses one unit level down; evaluate proficiency two levels down.

e. Select training objectives for planned training based on assessment of unit proficiency in METL tasks, during short–range training.

f. Validate the structural soundness of training and evaluation plans from a safety perspective. As a minimum, ensure —

(1) Guidance and operational parameters for risk acceptance decisions are developed.

(2) A risk assessment is conducted.

(3) The standard for safety to be followed during training is established.

g. Publish short–range training guidance which includes a short–range calendar.

h. Publish timely, detailed information about training events (training objectives, participating units, units providing observer/controllers, and so forth) so that subordinate units can "lock in" their short–range plans and training schedules.

i. Allocate resources to implement training plans, create challenging conditions for training, and protect subordinate units from unprogrammed taskings or other training detractors.

j. Ensure the following training management tools are understood and used at the appropriate levels:

(1) FM 25–100 and FM 25–101.

(2) Current unit strategies of the Combined Arms Training Strategy.

(3) Current mission training plans (MTPs), drills, military qualification standards (MQS) manuals, and soldiers' manuals (for common tasks and tasks specific to each military occupational specialty (MOS)).

(4) Standard Army Training System in active component (AC) units.

(5) DA Pam 350–38 and DA Pam 350–39.

(6) Training Ammunition Management System (TAMS).

(7) Training Ammunition Management Information System (TAMIS).

k. Designate a staff surgeon responsible for supervising their respective combat lifesaver programs.

2–32. Battalion–level and company–level commanders
Battalion–level and company–level commanders will —

a. Assign primary responsibility for collective training to officers and primary responsibility for soldier training to NCOs. NCOs will also train most sections, squads, teams, and crews.

b. Publish METL and associated conditions and standards for the unit (and separately for the battalion staff). Battalion commanders approve METL of battalion staff and subordinate units and select battle tasks.

c. Plan and conduct training to Army standards for one unit level down. Evaluate proficiency two levels down.

d. Select specific training objectives for planned training based on assessment of unit proficiency in METL tasks, during short–range planning.

e. Meld leader and soldier training requirements into collective training events using multi–echelon techniques.

f. Set the standard for safety, provide guidance for risk acceptance decisions, and conduct training risk assessments.

g. Assess the environmental impact of training activities in accordance with AR 200–1.

h. Publish short–range training guidance which includes a short–range calendar.

i. Publish timely, detailed information about training events (training objectives, participating units, units providing observer/controllers, and so forth) so that subordinate units can lock in training schedules.

j. Implement combat lifesaver training in coordination with the responsible surgeon, to include designation of a primary instructor for combat lifesaver training and certification (chap 12).

k. (Company commanders) Select soldier tasks for training during near–term planning. Commanders select tasks that need training (based on subordinate leaders' assessments of soldier proficiency in essential soldier tasks) and that support upcoming collective training objectives. Similarly, commanders select leader tasks for training subordinate leaders during near–term planning. Commanders also schedule training to address the common military training requirements outlined in appendix B.

l. (Company commanders) Develop and sign training schedules.

m. (Battalion commanders) Approve and publish training schedules.

n. Protect subordinate units from training detractors by tenaciously enforcing the "lock in" of major events approved with short–range plans and contained in the signed training schedules.

o. Allocate resources to implement training plans and create challenging conditions for training.

p. Ensure the following training management tools are understood and used at the appropriate levels:

(1) FM 25–101.

(2) Current unit training strategies in the Combined Arms Training Strategy.

(3) Mission training plans, drills, MQS manuals, and soldier's manuals (for common tasks and MOS–specific tasks).

(4) Standard Army Training System in AC units.

(5) DA Pam 350–38 (DA Pam 350–39 for Special Operations Forces (SOF)).

(6) Training Ammunition Management System.

2–33. Leaders in platoons

All leaders in platoons will —

a. Prepare a list of supporting collective tasks for each company mission essential task. (Platoon leaders with assistance from platoon sergeants.)

b. Prepare a list of essential common tasks and MOS–specific tasks for each soldier's duty position. (Squad leaders with assistance from platoon leaders and platoon sergeants.)

Section IV
Responsibilities of Selected Commands and Agencies

2–34. Commander, U.S. Army Community and Family Support Center (CFSC)

The Commander, CFSC will ensure the Army's sports and recreational programs and facilities support physical fitness objectives.

2–35. Commandant, Army War College (AWC)

The Commandant, AWC will conduct research in physical fitness as directed by DCSOPS and in coordination with the Army Medical Research Command and the Army Physical Fitness School.

2–36. Commandant, United States Military Academy (USMA)

The Commandant, USMA will—

a. Provide the Office of the Deputy Chief of Staff for Plans and Operations (ODCSOPS) advice on physical fitness based upon research and programs conducted with the corps of Cadets.

b. Conduct TRADOC–approved Master Fitness Trainer Program.

2–37. Commanding General, U.S. Army Recruiting Command (USAREC)

The CG, USAREC will train and evaluate assigned forces in accordance with this regulation, AR 350–1, and AR 10–87.

Chapter 3
Training Requirements and Strategy

Section I
Training Requirements

3–1. Army's mission

The Army's primary mission is to organize, train, and equip forces for the conduct of prompt and sustained combat operations on land to achieve and sustain the capability to deter and, if necessary, to win wars. In order to carry out this mission, the Army must be a credible force, structured and trained to seize and hold terrain and to defeat the enemy decisively to ensure the favorable outcome of a conflict. The Army must also be capable of accomplishing an extraordinary variety of operational missions. It will assist fledgling democracies to promote peace, project and sustain substantial forces over extended distances, and respond to conflict at any level to protect important national interests.

a. The goal of Army training is to produce a force trained to mobilize, deploy, fight, and win anywhere in the world.

b. The objective of all Army training is unit readiness. Training of soldiers and leaders in schools or units serves to enhance the ability of units to perform to standard.

3–2. Training challenge for unit leaders

Achieving unit proficiency has never been more challenging for unit leaders. Dimensions of performance that a unit must master can include requirements to —

a. Mobilize and deploy to a theater of operations.

b. Fight with other services or countries.

c. Fight as part of a combined arms and services team (combat arms, combat support (CS), combat service support (CSS), light, heavy, special operations, both Active and Reserve forces) while —

(1) Effectively employing the battlefield operating systems (intelligence, maneuver, fire support, mobility, countermobility, survivability, air defense, combat service support, and command and control).

(2) Simultaneously employing the battlefield operating systems across the extended battlefield.

d. Fight under challenging operational environments or conditions such as —

(1) Cold or hot weather conditions.

(2) Jungle, desert, mountain, and urban or other special terrain.

(3) During darkness and limited visibility.

(4) Against special weapons (NBC, directed energy weapons).

(5) While operationally encumbered (conducting medical evacuations, logistics, and reconstitution operations).

3–3. Battle focus

The focus of Army training is on mission performance. Each unit commander determines what mission essential tasks his or her subordinate leaders and units must be able to perform during war, then tailors the unit training program to build and sustain proficiency in those tasks. Because of time constraints, unit training programs do not attempt to address proficiency of soldiers, leaders, and units in all MOS or collective tasks. Rather, battle focus determines training requirements.

3–4. Mission essential task list

Unit commanders from corps to company publish a list, approved by the next higher wartime commander, of mission essential tasks their units must perform in wartime. For each mission essential task, conditions and standards are also established or referred to in training publications.

a. Use of METL. The METL and associated conditions and standards are used by leaders to achieve battle focus in unit training. Leaders assess their unit's ability to perform mission essential tasks and then determine the best training strategy to build and sustain proficiency in each task. Training is conducted and evaluated using published standards. Each time training is planned, leaders adjust their assessment of unit proficiency in mission essential tasks and consider the best training strategy to build and sustain proficiency in each task.

b. Battle tasks. During review of subordinates' METL, a commander selects tasks from subordinates' METL and designates them as his or her battle tasks. Commanders down through battalion select battle tasks for each of their METL tasks. Battle tasks must be accomplished by subordinate units if the commander is to accomplish his or her mission essential tasks.

c. Supporting soldier and leader task lists. METL also serves to focus the individual training of soldiers and subordinate leaders. For each mission essential task, unit NCOs identify soldier and NCO leader tasks that support performance of the mission essential task. Similarly, commissioned officers identify officer leader tasks that support performance of the mission essential task. When a task from the unit's METL is selected by the commander for training during a particular training event or activity, soldier and leader training prior

to or during the training event should focus on supporting soldier and leader tasks.

3–5. Unit training requirements
Collective training requirements are identified based on assessment of unit proficiency in mission essential tasks. Soldier and leader training requirements are identified based on an assessment of soldier and leader proficiency in those soldier and leader tasks that support accomplishment of the mission essential tasks selected for training.

3–6. Army training requirements
Department of the Army establishes certain military programs as requirements for training in units because of their importance to unit readiness. Appendix B summarizes unit common military training requirements.

Section II
Training Philosophy and Strategy

3–7. Training philosophy
During long–range planning, commanders publish their training philosophy as part of command training guidance. Doing so guides the development of subordinate training programs.

a. Possible areas of emphasis. Training philosophy can emphasize certain dimensions of performance (as listed in para 3–2) that the commander considers essential for the unit's success given its mission, enemy, terrain, troops, and time available (METT–T). Training philosophy can highlight certain principles of training (FM 25–100, pp 1–3) that the commander knows his or her unit needs to emphasize. Training philosophy can emphasize training methods or programs of which the commander knows the unit needs to improve or take advantage. These include physical training, leader development, personal and crew weapons qualification, pre–execution checks, after action reviews (AARs), or safety. The commander's training philosophy influences training strategy.

b. Focus for Reserve units. Training philosophy for Reserve Component (RC) units should focus on pre–mobilization tasks which have been established by the wartime commander. Emphasis should be placed on attaining and maintaining proficiency on critical pre–mobilization skills which support training on other mission essential tasks during post–mobilization.

3–8. Training strategy
After considering aspects of the unit training program that warrant emphasis (as outlined in training philosophy), each commander designs a training strategy; that is, determines the best way to build or sustain proficiency in mission essential tasks. The unit long–range training strategy typically identifies a series of training exercises and events which enable the unit to conduct training that will sustain METL proficiency within a band of excellence. The sequence of training exercises and events also enables the unit to prepare for and take best advantage of major training opportunities such as a formal external evaluation, rotation to a major range complex, or deployment to a combat training center. Short–range training strategy focuses on training requirements and priorities identified through an assessment of unit proficiency in its METL. Commanders determine the best type, sequence, and frequency of training activities, events, and exercises that will build and sustain unit proficiency in each mission essential task. Specific training objectives are designated for each training activity, event, and exercise. Near–term training strategy establishes the best sequence of training activities within events or exercises to achieve training objectives.

a. Building unit proficiency. The Combined Arms Training Strategy provides each unit commander a model strategy that can be used to build and sustain proficiency in soldier, leader, crew, and collective tasks. CATS current strategies describe training events, frequency of events, and resources required to train to standard. Additionally, training gates are identified. Gates are critical training events in which proficiency should be attained before undergoing

more challenging, dangerous, or resource intensive training. Using the current unit strategy as a start point, commanders mold it to fit their unique unit circumstances and the mission essential tasks on which they need training. Commanders build unit proficiency—

(1) From the unit's current level of proficiency.

(2) By integrating as soon as possible those soldier, leader, and collective tasks that support performance of the mission essential task designated as a training objective. Examples are as follows:

(a) Soldiers are trained to perform together as weapon or equipment crews.

(b) Crews are trained to perform together as small units.

(c) Small units and staffs train together as part of a combined arms and services team.

(3) By planning multi–echelon training opportunities that allow simultaneous training by different unit levels on tasks which support accomplishment of the mission essential task. Ultimately, each unit level must be able to execute its role in collective performance.

(4) By creating complex training situations and realistic (through effective application of training resources) conditions suited for the unit's level of proficiency. Realism and complexity are increased until the unit can perform to standard under Air Land Operations conditions.

b. Sustaining unit proficiency. Commanders determine the frequency of training needed to sustain METL proficiency, to include supporting soldier, leader, and collective tasks. The Combined Arms Training Strategy recommends frequencies for various training exercises that will enable units to sustain required proficiency on mission essential tasks.

c. Low density MOS training.

(1) Sustainment of low density MOS training presents a significant training challenge. Commanders must continually emphasize the need to sustain critical soldier skills in low density MOSs. CATS current unit training strategies describe supporting training strategies for most low density MOSs which commanders can adapt to their unit's needs.

(2) Many proven techniques improve the training of low density MOS's. Establishing the proponent for low density MOS training at a brigade or group level is a proven and effective technique for collective training of low density skills. Contracting the training requirement to external agencies in accordance with chapter 8 is another effective alternative. Correspondence courses and training extension courses are good supplements to unit training efforts. Commanders should strive to teach low density MOS skills in the most effective and efficient manner based on unit needs.

d. Resource stewardship. In devising a training strategy, leaders must ensure the correct and appropriate use of resources. Cost effective training techniques must be aggressively pursued. Every training requirement and every expenditure of resources must contribute to a force trained to standard.

(1) *Optimal mix of training resources.* Employing the CATS current unit training strategy as a guide, commanders determine the optimal training resource mix to support planned training events. The critical gates and other gates a commander may introduce ensure that soldiers achieve a certain desired level of performance in a less expensive resource environment before proceeding to a more expensive one. For example, soldiers achieve success on a certain exercise level using a training simulator such as the conduct–of–fire–trainer (COFT) before proceeding to a more intensive resource environment like full–service gunnery that consumes expensive OPTEMPO resources and ammunition.

(2) *Maintenance management.* Accomplishing training plans within available resources requires intensive maintenance management and, in particular, requires intensive management of dollars spent on depot level repairs. Units must pay for repairs required at depot level from their operations and training budgets. Unit budget requests project training costs (to include cost for depot level repairs) based on short– and long–range training plans. If required depot level repairs during the year exceed budget projections, commanders must adjust training plans to meet budget constraints.

(3) *Protection of environmental resources.* Increased training

demands have made environmental considerations crucial. Environmental issues (for example, endangered species, soil erosion, noise, wetlands, and archaeological sites) must be carefully managed to ensure that the Army can accomplish its training missions today and in the future. Therefore, installation commanders will implement an integrated training area management program designed to solve current and future land management needs. The program must include —

(a) Assessment and monitoring of current and future land capabilities and conditions.

(b) Rehabilitation and maintenance of training land.

(c) Management scheduling systems that integrate training requirements with land capabilities, maintenance, and restoration practices.

(d) Multimedia environmental awareness.

(e) Coordination between land managers and trainers.

(4) *Protection of soldier and equipment.* Commanders and leaders must consider sources of hazardous energy, which expose soldiers and equipment to the risk of injury, illness, and accident (high pressure or high voltage; directed energy, radiation, or high momentum). Leaders must also consider hazardous materials which put solders at risk. Commanders in charge of training use risk management techniques in the planning and executing of training to ensure it is realistic, yet does not exceed an acceptable level of risk for a noncombat situation. Risk decisions are made at the appropriate level of command based on the level of risk, hazard involved, exposure, and worst case scenario. In all phases of training, the risk management process is used; that is, risk identification, risk decision–making, risk reduction and control, and risk evaluation (FM 25–101, chap 3).

e. Environmental assessment. In devising a training strategy, commanders must specifically assess the environmental impact of planned training activities in accordance with AR 200–2. Complexity of the environmental assessment depends on the nature of the planned training activity.

Chapter 4
Training Guidance

4–1. Training guidance
Commanders publish training guidance to communicate to subordinates their training philosophy and training strategy (paras 3–7 and 3–8). Additionally, training guidance provides training calendars, establishes training objectives, and allocates resources. In publishing training guidance, commanders will comply with the planning cycles shown in tables 4–1 through 4–7.

a. Training objectives. Long–range training guidance disseminates METL, associated conditions and standards, and battle tasks. Short–range training guidance establishes training priorities (based on an assessment of unit proficiency in mission essential tasks) and identifies specific training objectives for each scheduled training event or exercise. Near–term training guidance establishes the best sequence of activities within training events or exercises for achieving training objectives.

b. Training resources. Long–range training guidance identifies and allocates major resources such as major training area rotations. Short–range training guidance identifies and allocates short lead time resources such as local training areas. Near–term training guidance allocates training aids, devices, simulators, simulations, and similar resources to specific trainers.

4–2. Training detractors
Leaders at all unit levels eliminate nonessential activities that detract from METL–based training. Commanders organize training time by establishing a time management system that concentrates training detractors in support periods and creates prime time training periods.

a. Coordination of training plans. Commanders coordinate long–range and short–range training calendars with support organizations that may generate training detractors. Division and brigade commanders coordinate short–range training plans with the various resource processes that support training; for example, ammunition forecasts and scheduling conferences for training areas and facilities.

b. Coordination of combined arms and services training. Corps and division commanders provide for the integration of corps and division slices which reflect wartime task organizations. Brigade and battalion task force commanders plan for coordinated combined arms and services training of their wartime task organizations. Commanders of task force elements participate in developing task force training and develop training plans for their units that complement task force training.

c. Stabilization of training plans and resources. Upon approval by higher headquarters and publication in agreement with the timelines outlined in tables 4–1 through 4–7, training plans are locked–in to provide planning stability to subordinate organizations. Once training plans are set, commanders tenaciously protect subordinate units from unprogrammed taskings. To the extent possible, commanders "lock–in" resources before publishing training plans.

d. Installation support of Reserve Component training. For the entire 5 years of the RC long–range planning calendar, AC installations must "lock–in" major training events (blocks of time for activities like annual training and major weekend drills). AC installations "lock–in" major resources (training areas, ranges, and facilities) for the 2 years covered by the RC command training guidance. As required, commitments of training resources to Reserve Component units are made based on the assumption that usage levels over the past biennial period (modified by any specific guidance from higher headquarters) provide the best estimate of upcoming biennial usage. Resource commitments to AC and RC units are further refined in the short–range and near–term planning periods, typically during installation resource allocation conferences.

e. Scheduling of administrative requirements. Routine or system driven medical, dental, and administrative requirements are coordinated and scheduled with installation support facilities so that appointments occur during a unit's support cycle. Units block out periods on the long–range calendar during which units will make medical, dental, and administrative appointments a priority. During long–range planning, units coordinate support periods with support activities. During short–range planning, units forecast those soldiers who will need appointments. During near–term planning, units schedule those personnel for appointments with supporting activities. Reserve Component units should devote no more than 20 percent of their IDT time to accomplishing administrative requirements. Units should plan to accomplish nontraining requirements during specific blocks of time during the 39–day Reserve Component training year. Requirements should be consolidated as much as practical to reduce the impact on unit training.

f. Coordination of security assistance training. Commanders at all levels provide for the integration of international military students assigned to units under the Security Assistance Training Program in accordance with AR 12–15.

g. Distributed training.

(1) The Army will initiate a distributed training program in late fiscal year (FY) 1992. Soldiers who are scheduled to attend selected courses of resident instruction will be required to complete a prerequisite phase at home station prior to attending the service school. Units and soldiers will be notified in advance of resident training to allow sufficient time for completion of the distributed phase. Notification and control will be managed through the normal existing channels of the Army Training Requirements and Resource System (ATRRS) and the Army Correspondence Course Program (ACCP).

(2) Without becoming a training detractor or burdening the soldier or unit, unit commanders will allow duty time each week for soldiers in this program to work towards completion of the distributed phase. The length of resident training will be reduced by the number of hours that were converted to distributed training. Distributed training will allow soldiers to remain longer in the unit, increasing the time they are available for unit training and duties.

Table 4–1
Theater/MACOM and corps Long–range planning cycle

Action	Latest publication date	Future planning horizon
MACOM publishes training guidance and major event calendar.	18 months prior to start of a 2–year period.	Up to 10 years or more.
Corps publishes training guidance and major events calendar.	12 months prior to start of a 2–year period.	5 to 7 years.

Notes:
1. Updated annually at the discretion of the commander.

Table 4–2
Active Component Long–range planning cycle

Action (See note 1.)	Latest publication date (See note 2.)	Future planning horizon
AC division/separate brigade/regiment/separate group publish command training guidance and long–range calendar. (See note 3.)	8 months prior to start of fiscal year.	CTG at least 1 year. Calendar at least 2 years.
Installation/community publish long–range calendar.	7 months prior to FY start.	At least 1 year.
AC brigade/group publish CTG and long–range calendar.	6 months prior to FY start. Calendar at least 18 months.	CTG at least 1 year.
AC brigade/squadron/separate company publish long–range calendar.	4 months prior to FY start.	At least 1 year.

Notes:
1. These actions also apply to similar command level TDA organizations or activities; for example, a TRADOC school normally commanded by a MG follows the same planning cycle as a division commander.
2. Each headquarters follows this time line to allow subordinates adequate time to prepare their plans.
3. AC commanders at the division/separate brigade/regiment/separate group level normally brief to and receive approval of the next higher headquarters on their long range training plans no later than 8 months prior to FY start.

Table 4–3
Reserve Component Long–range planning cycle

Action (See notes 1 and 2.)	Latest publication date (See note 3.)	Future planning horizon
RC division/separate brigade/regiment/separate group level publish command training guidance and long–range calendar. (See note 4.)	12 months prior to FY start.	CTG at least 2 years. Calendar at least 5 years.
RC brigade /separate battalion publish CTG and long–range calendar.	10 months prior to FY start.	At least 5 years.
RC battalion/squadron/separate company publish long–range calendar.	6 months prior to FY start.	At least 3 years.

Notes:
1. These actions apply to similar command level tables of distribution and allowances organizations or activities. For example, an Army command, commanded by a major general, follows the same planning cycle as a division commander.
2. Intermediate RC headquarters, such as Continental U.S. Army, State Area Commands, Major U.S. Army Reserve Commands, and General Officer Commands provide training guidance and scheduling information in sufficient time to allow subordinate units to meet required publication dates.
3. Each headquarters follows this time line to allow subordinates adequate time to prepare their plans.
4. RC commanders of division/separate brigade/regiment/separate group normally brief to and receive approval of the next higher headquarters in the peacetime chain of command not later than 8 to 10 months prior to FY start.

Table 4–4
Active Component short–range planning cycle

Frequency Action	Latest publication date	Future planning horizon	
Quarterly	Division/separate brigade/separate group/regiment or similar command publish quarterly training guidance (QTG).	3 months prior to start of quarter.	3 months.
	Brigade/group publish QTG.	2 months prior to start of quarter.	3 months.
	Brigade/squadron/separate company publish QTG.	6 weeks prior to start of quarter. (See note 1.)	3 months.
	Quarterly training briefing (QTB) conducted.	Prior to start of quarter.	3+ months.

Notes:
1. To allow sufficient time for near–term planning at company level before the start of the quarter.

Table 4–5
Reserve Component short–range planning cycle

Frequency Action	Latest publication date	Future planning horizon	
Annually	RC division/separate brigade/regiment/group or similar level command publish yearly training guidance (YTG).	6–8 months prior to FY start.	1 year.
	RC brigade/separate battalion publish YTG.	4–6 months prior to FY start.	1 year.
	RC battalion/squadron/separate company publish YTG.	3–4 months prior to FT start.	1 year.
	RC yearly training briefing (YTB) conducted.	Prior to FY start.	1+ years.

Table 4–6
Active Component near–term planning cycle

Frequency Action	Latest meeting or briefing date	Future planning horizon	
Weekly	Battalion training meetings and subsequent draft training schedules. (See note 1.)	6–8 weeks prior to execution.	6–8 weeks.
	Battalion publishes training schedules. (See note 2.)	4–6 weeks prior to execution.	4–6 weeks.

Notes:
1. Training schedules are developed at company level and approved by battalion commanders.
2. Training schedules are typed and reproduced at battalion level.

Table 4–7
Reserve Component near–term planning cycle

Frequency Action	Latest publication or briefing date	Future planning horizon	
Monthly	RC battalion training meetings and subsequent draft training schedules. (See note 1.)	4 months prior to execution.	4 months.
	RC battalion publishes training schedules. (See note 1.)	3 months prior to execution.	3 months.

Notes:
1. Training schedules are prepared at company level and approved by battalion commander.

Chapter 5
Training Execution and Records

5–1. Command climate
The quality of training a unit receives stems directly from emphasis by commanders on the principles of training described in FM 25–100, pages 1–3 through 1–5. A leader's personal involvement in the execution of training is a key factor. Leaders create a command climate that demands training to standard and rewards subordinates who are bold and innovative trainers. The freedom to take reasonable risks, to exercise initiative, and to exchange ideas is essential to a healthy climate of command.

5–2. Doctrine–based training
The centerpiece of training is doctrine. Doctrine provides warfighting concepts from which tactics, techniques, and procedures are developed, mastery of which is the central objective of training. Leaders at all unit levels must not only understand how their unit

will fight using Air Land Operations doctrine, but how to train using battle–focused training doctrine established in the FM 25–series. Training must be innovative yet doctrinally and technically sound. Leaders must insist on adherence to approved standards.

5–3. Conditions and standards for training
Once commanders select tasks for training (that is, designate training objectives), then trainers conduct training under the conditions and to the standards associated with unit METL, supporting platoon collective tasks, and supporting soldier or leader tasks. Mission training plans and drills establish Army standards and conditions for unit mission essential tasks and essential supporting collective tasks. Soldier's manuals (MOS specific and common task manuals for enlisted) and MQS I and II manuals (for lieutenants and captains) establish standards and conditions for unit–unique soldier or leader tasks that support unit mission essential tasks. Standards and conditions for tasks not addressed in these manuals are developed by unit leaders. To challenge soldiers, trainers toughen conditions for training.

5–4. Training standardization
a. Executing training using approved Army publications (field manuals, mission training plans, drills, soldier's manuals, MQS manuals, training circulars, training manuals, and technical manuals) provides the basis for standardization. By using Army approved training publications, leaders ensure that common operational, tactical, logistical, administrative, and training tasks and procedures are performed as required by AR 34–4. While ensuring tasks are performed to Army standards, commanders encourage trainers to exercise initiative in creating conditions for training within the context of METT–T.

b. Standardization issues that require resolution and reporting include the following:

(1) Procedures that are performed differently by similar units in spite of standard guidance.

(2) Procedures that are performed differently in units from those taught in the training base.

(3) Operations and maintenance procedures for equipment that vary despite similarity in equipment.

(4) Procedures that vary from established guidance that should be standardized.

(5) Missing, incorrect, or inadequate procedures.

c. Standardization issues are identified in units during training. They are identified in schools both during evaluation as well as during the development process. Those issues that can be corrected immediately will be. The remaining issues will be reported to the TRADOC major subordinate command or TRADOC school having proponent responsibility.

d. The proponent schools are the focal points for resolution of standardization issues.

e. TRADOC —

(1) Establishes integration and standardization programs to ensure compatibility of training, doctrine, and fielded systems in support of Air Land Operations.

(2) Provides specific integration items for inclusion in the Army Standardization Program.

(3) Conducts integration and standardization team assistance visits to units above brigade level in coordination with MACOM commanders.

(4) Incorporates standardization findings into the Combined Arms Training Strategy.

(5) Advises Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) and MACOMs on matters pertaining to standardization.

5–5. Evaluation of training
Evaluation of performance is an inseparable part of training. All training must be evaluated, at least, with an informal, internal evaluation. Responsibility for conducting evaluations and developing any evaluation plans is assigned during planning for training. The tasks, conditions, and standards in the designated training objective (as derived from MTPs, drills, MQS manuals, or soldier's manuals) provide objective performance measures for the basis of evaluation. After action reviews provide feedback on performance and are commonplace during training of units, leaders, and soldiers. The commander uses feedback from all evaluations as input when assessing the unit's proficiency in mission essential tasks.

a. Requirements for collective training evaluation. The frequency of formal, external evaluation of units is not specified. Commanders conduct sufficient evaluations (internal and external, formal and informal) to assess the unit's ability to perform its mission essential tasks.

b. Requirements for soldier or leader training evaluation. Commanders are required to evaluate soldier proficiency in common tasks specified by instructions for administration of the Common Task Test (CTT) (chap 7).

c. Requirement Deficiencies. Deficiencies noted in soldiers' ability to perform critical tasks taught in schools or by extension training material should be reported to the proponent school.

5–6. Recording training
a. Requirements for collective training records. No specific records of collective training are required to be maintained. Each unit commander maintains sufficient records of training to assist in development of the unit training program.

b. Requirements for soldier or leader training records. The only training records that units are required to maintain for all soldiers are weapons qualification scores and the physical fitness test scorecard. Certain technical skills, like aviation, require performance qualification records to be maintained. Any other soldier or leader training records should be maintained for the purpose of assisting the commander in developing the unit training program.

c. Leader books. First line leaders maintain a leader book to record administrative information, personal information, and soldier proficiency in MOS–specific, common tasks, collective tasks, and drills that support performance of the unit METL. For leaders in AC units, the Standard Army Training System offers a format for maintaining information in the leader book; however, any format can be used. Information in a leader's book is not transferred with the soldier on reassignment. (See App B of FM 25–101 for a sample leader book.)

d. Inspection of training records. Individual training records, to include leader books, are not subject to formal inspection. Exceptions are as follows:

(1) DD Form 1435 (Cryptographic Maintenance Training and Experience Record) as required by AR 640–15.

(2) DA Form 3479–R (Air Traffic Control Training and Proficiency Record).

(3) Aircrew training records as required by AR 95–3 and in accordance with TC 1–210.

Chapter 6
Leader Development

6–1. Army leader development process
In order to maintain combat ready units, the Army must develop technically and tactically competent leaders who have confidence in themselves, who have the confidence of their subordinates, and who can execute Army doctrine. The Army leader development process centers around institutional training, operational assignments, and self–development.

a. Institutional leader training. The Army's schools provide leaders with progressive and sequential training in leader, technical, and tactical tasks that are relevant in units in which students will serve after graduation. Schools provide students an opportunity to acquire skills, knowledge, and attitudes they will need to accomplish duty requirements of future operational assignments. Institutional training is the foundation for the leader development process.

b. Operational assignments. After completing a school, leaders

are assigned to operational positions to provide them with experience and to provide the benefits of mentorship. Additionally, operational assignments enable the Army to assess leaders' ability to apply theoretical knowledge in a practical environment and to determine their potential for further development. Operational experience provides leaders the opportunity to use, hone, and build upon what was learned through the process of formal education. Experience gained through a variety of challenging duty assignments prepares leaders to lead soldiers both in the field and in garrison.

c. Self–development. Institutional training and operational assignments alone do not ensure leaders gain and maintain required competencies. Self–development, the planned progressive and sequential programs followed by leaders to enhance and sustain their military competencies, requires a lifelong commitment. Self–development consists of individual study and research, professional reading, practice, assumption of leader roles in military and civilian communities, duty related correspondence courses, duty related civil schooling, and self–assessment. Ideally, it is synchronized with institutional training and operational assignments. Leaders are responsible for their own self–development.

6–2. Unit leader development
a. Unit leader development programs are designed and implemented at battalion and higher level. Each commander's leader development program is unique. However, programs must address officers, warrant officers, NCOs, and civilians (where appropriate) and must be published, disseminated, and understood by all leaders within the command. Unit leader development programs must be—

(1) Battle focused.

(2) Tailored to support training those leader skills demanded by unit METL and the professional development needs of leaders.

(3) Linked to a common framework, such as the battlefield operating systems or the nine leadership competencies outlined in FM 25–100, appendix A.

b. Unit leader development programs normally include three phases:

(1) A reception and integration phase that incorporates new leaders into the unit.

(2) A basic skills development phase that quickly brings the performance of new leaders up to standard for critical tasks.

(3) An advanced development and sustainment phase that sustains basic skills and integrates leaders into the unit's professional development programs. These programs may include but are not restricted to —

(a) Tactical exercises without troops.

(b) Terrain walks or rides.

(c) Battle analysis seminars.

(d) Seminars on effective training/AARs.

(e) Computer–assisted simulations.

(f) Certification programs.

(g) Guest lectures.

(h) Unit professional associations.

(i) History classes and exhibits.

(j) Professional reading programs.

c. FM 25–101 describes components of a unit leader development program. AR 600–100 provides background on the Army's leadership philosophy and policies. AR 350–17 establishes policies and guidelines for development and implementation of the noncommissioned officer development program in battalions, separate companies, and equivalent organizations.

Chapter 7
Training of Soldier and Leader Tasks

7–1. Overview
Proficiency of soldiers and leaders is the foundation of unit proficiency. As an inseparable part of the unit training program, commanders plan training to build and sustain proficiency in soldier and leader tasks that support unit mission essential tasks.

7–2. Battle focus
Unit leaders identify the soldier and leader tasks that support the unit mission essential tasks. (See para 3–4c) Because limited time and resources preclude training on every task, the list of supporting tasks is reduced to those that are essential to the leader's or soldier's duty position and responsibilities.

7–3. Commander's assessment
The unit commander schedules soldier and leader tasks for training that meet both of the following conditions:

a. The soldier and leader tasks support collective tasks which have been scheduled for training.

b. The soldier and leader tasks need training as determined by the commander's assessments of soldier and subordinate leader proficiency. All unit leaders provide input for the commander's assessment of soldier proficiency in essential tasks. Also, leaders provide input to the commander's assessment of leader proficiency.

7–4. Leader assessments
a. Leaders base their assessments of soldier and subordinate leader proficiency on —

(1) *Job performance.*

(2) *Performance during unit training.* During unit training, leaders evaluate the performance of soldiers and subordinate leaders using soldier's manuals, MQS manuals, or doctrinal manuals (when no standard is published). Procedures for hands–on evaluation of soldier tasks is included in soldier's manuals.

(3) *Common Task Test results.*

(4) *Spot check results.* Division and brigade level commanders are encouraged to spot check subordinate unit individual skill proficiency during unit external evaluations against MTP standards, emergency deployment readiness exercises (EDREs), and inspector general surveys.

b. In making their assessment, leaders compare the performance of subordinate leaders and soldiers with standards in soldier's manuals and MQS manuals.

c. As described above, the primary use of leader assessments of soldier and leader proficiency is to identify tasks that need training. Additionally, AC unit leaders use leader assessment results as a factor in preparing evaluation reports and in making recommendations for promotions and other career decisions. However, for the RC Common Task Test results are not used for personnel management or individual career decisions.

7–5. Common Task Test
a. Purpose of CTT. All soldiers, regardless of MOS, must be trained and routinely evaluated on fundamental combat and survival skills; such as, individual weapons; communications; nuclear, biological, and chemical defense; land navigation; first aid. A common task is a critical task for which every soldier at a certain skill level is responsible, regardless of MOS. The CTT is used to evaluate soldier proficiency in the performance of selected common tasks. Training objectives for these tasks are found in the soldier's manuals of common tasks, STP 21–1–SMCT or STP 21–24–SMCT.

b. Design of CTT. The CTT is progressive and sequential; that is, each skill level 1 through 4 will have common tasks selected from the soldier's manual of common tasks for that skill level. Soldiers in these skill levels will be evaluated on tasks from their skill level and on all CTT tasks from lower skill levels.

c. Target audience. All AC soldiers in skill levels 1 through 4, regardless of MOS and duty assignment, will take a CTT every fiscal year. Other unit personnel may take the CTT at the discretion

of the unit commander. Reserve Component soldiers in skill levels 1 through 4 will take the CTT every 2 years, or more frequently if desired by the unit commander. Reserve Component soldiers in skill levels 1 through 4 on Active Duty Guard or Reserve status will take the CTT annually.

d. Exemptions. Commanders in the rank of lieutenant colonel and above are authorized to exempt individuals from the CTT when long absences due to illness, temporary duty (TDY), school, or other similar factors prevent testing during the normal unit schedule or during the make–up schedule. However, exceptions should be minimal. A MACOM may approve requests for unit exemptions.

e. Test administration.

(1) The CTT is administered by unit commanders. Tasks chosen for CTT testing by Army MACOM will be evaluated by the hands–on mode either in a collective field training event or in individual stations that test specific tasks. Field training events are preferred for the testing environment because they provide realism during the evaluation.

(a) Unit leaders are encouraged to make every effort to obtain proper equipment to support testing in the hands–on mode. However, for those units unable to obtain needed equipment or support personnel for testing in a hands–on mode, commanders will select a replacement task from one of the Soldier's Manuals of Common Tasks. Use of a replacement task must be approved by a commander in the rank of lieutenant colonel or above. Detailed guidance will be provided in the manual for the administration of the CTT.

(b) Procedures and guidance for hands–on evaluations are in STP 21–1–SMCT and STP 21–24–SMCT. These manuals contain all information needed to conduct evaluations in the hands–on mode. DA Form 5164–R (Hands–on Evaluations) may be used to record task evaluation results at the performance measure level of the CTT. The U.S. Army Training Support Center (USATSC) annually publishes a manual for the administration of CTT which contains overprinted DA Forms 5164–R for tasks in the CTT.

(c) A new CTT will be published annually. The test period for each CTT will be 1 fiscal year. The test may be given at any time during that fiscal year.

(2) The CTT may be integrated with other training. To increase notification and improve performance on common tasks, parts of the CTT may be evaluated together with other training and competitive events such as the following:

(a) Stations in a military stakes competition.

(b) Drill or training exercise evaluations.

(c) External evaluations or other collective training activities.

f. CTT notice. TRADOC will publish and distribute a CTT notice listing the tasks to be tested. The notice will be fielded 60 days prior to the test period and will be in effect for 1 fiscal year. It is not mandatory that soldiers receive a written CTT notice prior to testing.

g. Scoring and reporting. CTTs are scored locally for rapid feedback to soldiers. Results should be retained by the soldier's firstline leader in her or his leader book as the basis of input to the commander's assessment of soldier and leader proficiency.

7–6. Program implementation

a. ODCSOPS establishes policy for leader assessments and common task testing and approves exceptions to policy.

b. Office of the Deputy Chief of Staff for Personnel establishes policy governing the use of training results within the Enlisted Personnel Management System.

c. Major Army commands support the development of and field tryout of soldier's manuals to ensure that these products are accurate and of high quality.

d. TRADOC —

(1) Develops, publishes, and distributes CTT for use in evaluating soldier proficiency on common tasks.

(2) Publishes the CTT schedule for each fiscal year.

(3) Plans, develops, and operates quality assurance mechanisms to ensure the CTT is valid and up–to–date.

e. MACOMs provide input for CTT task selection as requested

by Commander, USATSC, ATTN: ATIC–ITT, Fort Eustis, VA 23604.

f. Doctrinal proponents develop soldier's manuals and MQS manuals according to policies established by TRADOC.

g. Unit commanders train and evaluate common soldier and leader tasks consistent with this regulation.

Chapter 8
Soldier Training Courses

8–1. Overview
Soldier training courses are courses of instruction established and resourced by unit or installation commanders to train and sustain support skills or technical skills required by certain soldiers. Soldier training courses are characterized by a dedicated cadre of trainers assigned the task of conducting centralized training. Soldier training courses typically involve dedicated facilities, manpower, and training support material. Soldier training courses may be provided by the Education Service Office when resourced (AR 621–5). Soldier training courses not governed by this policy include —

a. Training courses provided by new equipment training (NET) plans or displaced equipment training (DET) plans.

b. MACOM–sponsored training centers. Examples of MACOM–sponsored training centers are Jungle Operations Training Center, Northern Warfare Training Center (NWTC), Combat Training Centers (NTC, JRTC, BCTP, and CMTC), Air Assault Schools, and NCO academies (Primary Leadership Development Course (PLDC), Basic Noncommissioned Officer Course (BNCOC), and Advanced Noncommissioned Officers' Course (ANCOC)).

c. Language training courses (AR 350–20).

8–2. Policy
a. Soldier training courses may be established by unit or installation commanders (both AC and RC) to supplement unit training.

b. Unit or installation commanders will validate the need for each soldier training course by conducting a training needs assessment as outlined in paragraph 8–3c(2).

c. Soldier training courses do not relieve or exclude commissioned officers, warrant officers, or NCOs from their role as trainer of soldiers. Accordingly, contracted soldier training courses will not be conducted for —

(1) Tactical or combat related training that the chain of command has inherent responsibility to train; for example, rifle marksmanship, physical training, or rappelling.

(2) Leader training, such as refresher training for company commanders, executive officers, and first sergeants.

(3) Training for common task tests or self–development tests.

(4) Training on collective tasks (training for crews, teams, squads, platoons, and so forth).

d. At the discretion of the unit or installation commander, military personnel or DA civilians may be used to develop and conduct soldier training courses for support skills and technical skills. Examples include driver safety training and training to orient leaders to local requirements. Military personnel conducting soldier training courses will use programs of instruction approved by the proponent MACOM school (for example; TRADOC, AMC, or HSC school).

e. Any soldier training course (or training support material) that is contracted requires prior approval of HQDA and will follow a program of instruction developed by the proponent MACOM school. The following soldier training courses are approved by HQDA for contracting, as required by unit or installation commanders:

(1) The Army Maintenance Management System (TAMMS) clerk course.

(2) Prescribed load list (PLL) clerk course.

(3) Motor pool operations/management course.

(4) Generator operator course.

(5) Fuel handlers course.

(6) Basic welding course.

(7) Forklift operator course.

(8) Bus driver course.

(9) Unit supply clerk course.

(10) Unit supply operations/management course.

(11) Unit armorer course.

(12) NBC defense course

(13) Unit postal clerk course.

(14) Disk operating system (DOS) course.

(15) Word processing course.

(16) Data base management.

f. Whenever possible, institutions recognized by one of the following accrediting bodies will be solicited for contracted soldier training courses:

(1) Middle States Association of Colleges and Schools.

(2) New England Association of Schools and Colleges I – Commission of Institutions of Higher Education.

(3) New England Association of Schools and Colleges II – Commission on Vocational, Technical, Career Institutions.

(4) North Central Association of Colleges and Schools.

(5) Northwest Association of Colleges and Schools.

(6) Southern Association of Colleges and Schools I – Commission on Colleges.

(7) Southern Association of Colleges and Schools II – Commission on Occupational Education Institutions.

(8) Western Association of Schools and Colleges I –Accrediting Commission for Senior Colleges and Universities.

(9) Western Association of Schools and Colleges II – Accrediting Commission for Community and Junior Colleges.

(10) Association of Independent Colleges and Schools.

(11) National Association of Trade and Technical Schools.

(12) National Home Study Council.

(13) American Association of Bible colleges.

8–3. Program implementation

a. Office of the Deputy Chief of Staff for Operations and Plans —

(1) Monitors adherence to guidance provided in this regulation.

(2) As necessary, (DAMO–TR) reviews MACOM proposals for newly contracted soldier training courses to approve or disapprove them, in coordination with representatives from other appropriate Army Staff elements and the proponent MACOM.

b. Proponent MACOM —

(1) Develops, provides to using MACOMs, and updates as necessary, programs of instruction (POIs) and training material for the courses listed in paragraph 8–2e and any new contracted soldier training courses approved by HQDA. POI will include standardized course prerequisites and standardized certification tests. MACOM points of contact can secure information about POIs developed by proponent MACOMs from HQ, TRADOC, ATTN: ATOM–P, Ft. Monroe, VA 23651–5000.

(2) Approves POIs developed by using MACOMs for military personnel to conduct soldier training courses.

(3) Assists HQDA review any new course recommendations submitted by using MACOMs.

c. Using MACOMs —

(1) Ensure installations maintain historical records of contracted soldier training courses that include —

(a) Location of soldier training courses.

(b) Courses taught.

(c) Number of students enrolled per course and number of students graduated each course.

(d) Costs for each course in terms of dollars, manpower, equipment, and facilities.

(2) Ensure installations only conduct those soldier training courses that annually have been validated by a needs assessment. MACOMs will be prepared to submit a report when requested by HQDA (DAMO–TRO). The report will summarize the parts of a needs assessment listed below for each training course contracted by subordinate installations. Using MACOMs will be prepared to address in the report training courses previously approved by HQDA

for contracting and any new courses for which authority for contracting has been requested from HQDA. As a minimum, needs assessments–

(a) Identify the performance shortfall and its effect on the accomplishment of the unit's mission essential tasks.

(b) Establish that training is appropriate and will correct any performance shortfall.

(c) Establish any inefficiency in or inability of the unit chain of command to conduct training.

(d) Evaluate all available training alternatives and document selection of the most cost effective alternative.

(3) Monitor through periodic inspections and review of installation reports the quality of instruction given in soldier training courses.

(4) Ensure that soldier training courses are conducted using POIs developed by the proponent MACOM, if the course is contracted, or using POIs approved by the proponent MACOM, if the soldier training course is conducted by military personnel.

(5) Establish in local regulations the maximum number of soldiers per unit that can be trained or cross–trained in each soldier training course.

(6) Establish in local regulations minimum retention time in the unit after completing a soldier training course.

(7) Establish in local contracts and regulations minimum class size requirements which enable training to be canceled without cost if minimum course size cannot be achieved.

(8) Ensure that installation training managers periodically evaluate the management and conduct of soldier training courses. These MACOMs provide appropriate feedback to the proponent MACOM school that developed the POI.

(9) Ensure that active duty military personnel employed as off–duty instructors avoid potential conflicts of interest as stated in AR 600–50.

(10) When requested, provide HQDA (DAMO–TRO) a projection of expenditures on soldier training courses for the upcoming fiscal year.

8–4. Resource management

a. MACOMs establish the means for installations to identify resource requirements for contracted training through the command budget estimate submission and program objective memorandum submission.

b. ACES (P879732) funds will not be used to conduct soldier training courses.

c. Army learning center facilities may be used to support soldier training courses.

Chapter 9
Physical Fitness

9–1. Overview
This chapter prescribes policies and procedures for the Army Physical Fitness Program.

9–2. Program implementation
a. Office of the Deputy Chief of Staff for Operations and Plans establishes policy governing the Army Physical Fitness Program.

b. Office of the Deputy Chief of Staff for Personnel —

(1) Provides policy guidance for the Army Health Promotion Program, which encompasses a variety of activities to improve and protect health.

(2) Promotes the use of incentive awards to encourage maximum levels of fitness and health.

(3) Provides policy guidance on the Army Body Composition/ Weight Control Program, the Army Alcohol and Drug Abuse Program, and the Tobacco Cessation Program.

c. Office of The Surgeon General —

(1) Provides guidance and advice in all medical, physiological, and health areas related to physical fitness. These areas will include

nutrition, weight standards, stress management, injury prevention's, control of substance abuse, smoking cessation, and the identification and modification of cardiovascular risk factors.

(2) Provides support for and conducts medical research in physical fitness to include the physiology of exercise, work performance, injury prevention, soldier performance, nutrition, and other medically related areas.

(3) Manages the Cardiovascular Screening Program for all personnel age 40 or older. Individualized exercise prescriptions for those soldiers who have been sedentary or who have cardiovascular risk factors will be provided by the physician performing the CVSP.

(4) Coordinates all pertinent information related to physical training with Office of the DCSOPS.

d. National Guard Bureau prescribes appropriate policy and programs for physical fitness in the Army National Guard and encourages State adjutants general to develop programs that ensure compliance with these regulations.

e. U.S. Army Community and Family Support Center ensures the Army's sports and recreational programs and facilities support physical fitness objectives.

f. TRADOC —

(1) Maintains a school to develop and field the Army's physical fitness doctrine, training, education programs, and performance standards.

(2) Acts as proponent for coordinating, publishing, and issuing all physical fitness training doctrine and aids to support the Army Physical Fitness Program.

(3) Conducts training for master fitness trainers when resourced by HQDA.

(4) Approves all programs of instruction for training conducted by the Army Physical Fitness School.

(5) Ensures record APFT is part of leader development school programs of PLDC, BNCOC, ANCOC, Battle Staff NCO Course, First Sergeant Course (FSC), Sergeant Major Course (SMC), Senior Warrant Officer Training (SWOT), Officer Basic Course (OBC), Officer Advanced Course (OAC), Combined Arms and Services Staff School (CAS3), and Command and General Staff Officer Course (CGSOC).

(6) Conducts research and assistance visits at units and installations Army–wide, as directed by ODCSOPS, to provide recommendations for improvement of total fitness in the Army.

(7) Coordinates the inclusion of related programs into physical fitness training and educational programs when appropriate. These programs include the following:

(a) The Army Sports Program. (See AR 215–1.)

(b) The Army Composition/Weight Control Program. (See AR 600–9.)

(c) The Army Alcohol and Drug Abuse Program. (See AR 600–85.)

(d) Nutritional standards. (See AR 40–25.)

(e) The Army Health Promotion Program. (See AR 600–63.)

(8) Provides educational programs in physical fitness for use in Army professional development courses (resident and nonresident).

(9) Develops challenging, safe, and effective physical training programs for use in both the training base and units.

(10) Maintains statistical data on the physical fitness performance of soldiers in initial entry training (IET) and military personnel in resident training courses and develops reporting systems as appropriate.

(11) Develops and maintains an appropriate Army data base to monitor the physical fitness test scores of officers, warrant officers, and enlisted personnel by age and sex category.

g. AMC maintains statistical data on the physical fitness test scores of military personnel in AMC resident training courses.

h. Academy of Health Sciences maintains statistical data on the physical fitness test scores of soldiers in medical advanced individual training (AIT) courses of instruction and military personnel in resident courses or other training programs.

i. Army War College —

(1) Conducts applied fitness research relating to the health and fitness of senior (40 and over) military personnel.

(2) Conducts fitness educational and training programs for Army War College personnel, to include conducting the record Army physical fitness test (APFT) for students, as required.

(3) Initiates, coordinates, monitors, and summarizes applied field research in physical fitness as directed by ODCSOPS.

(4) Monitors, assimilates, and transposes for Army use physical fitness related research conducted in the civilian community.

(5) Evaluates new techniques and concepts for potential use or incorporation into Army doctrine and programs.

(6) Provides TRADOC with technical support and backup relating to applied physical fitness research.

(7) Ensures all research is coordinated with the Army Medical Research Command and the U.S. Army Physical Fitness School.

j. Office of the Chief, Army Reserve in coordination with FORSCOM, USARPAC, USARSO, USAREUR, USASOC, and ARPERCEN prescribes appropriate policy and programs for physical fitness in the U.S. Army Reserve according to the provisions of this regulation.

k. Major Army commands implement the policy and procedures outlined in this regulation.

l. United States Military Academy —

(1) Provides ODCSOPS technical advice based upon research and programs conducted with the Corps of Cadets.

(2) Conducts TRADOC–approved Master Fitness Trainer Program.

9–3. Objective
The objective of the Army Physical Fitness Program is to enhance combat readiness by developing and sustaining a high level of physical fitness in soldiers as measured by the following criteria:

a. Cardiorespiratory endurance.

b. Muscular strength and endurance.

c. Flexibility.

d. Anaerobic conditioning.

e. Competitive spirit, the will to win, and unit cohesion.

f. Self–discipline.

g. Body fat composition as prescribed by AR 600–9.

h. A healthy lifestyle that includes good nutrition, avoidance of smoking, and avoidance of drug use.

i. Ability to cope with psychological stress.

9–4. Physical fitness policy
a. Physical fitness policy applies Army–wide. It includes all soldiers, all functional branches, all units, and all operating agencies.

b. Physical fitness provides a foundation for combat readiness and must be an integral part of every soldier's life. Unit readiness begins with the physical fitness of soldiers and the noncommissioned officers and officers who lead them. All officers and noncommissioned officers responsible for planning, conducting, and evaluating physical training and testing will be familiar with the principles, procedures, and guidelines in FM 21–20, the Army's official doctrinal publication for training and testing physical fitness.

c. Commanders and supervisors will establish and conduct physical fitness programs consistent with this regulation, FM 21–20, and unit missions. Exercise periods will be conducted with sufficient intensity, frequency, and duration to maintain adequate cardio respiratory endurance, muscular strength and endurance, flexibility, and body composition.

d. Soldiers are expected to meet the standards set forth in this regulation and FM 21–20. Soldiers who are unable to meet physical fitness testing standards or the mission–related physical fitness standards required of their units may be subjected to administrative action.

9–5. Physical fitness training policy
a. All personnel in the active Army, the ARNG, and the USAR will take part in either collective or individual physical fitness training programs year–round. Active Army units, individuals, and

full–time Guardsman and Reservists will conduct regularly–scheduled (at least 3 to 5 times per week) vigorous physical fitness training during the unit's normal duty–day (the duty–day is determined by installation commanders).

b. ARNG and USAR commanders incorporate mission and readiness–enhancement physical fitness training into appropriate inactive duty training periods.

c. Personnel will be excused from physical fitness training only during periods of temporary or permanent medical limitations established according to AR 40–501. Personnel who cannot take part in physical fitness training because of a valid profiled condition will be placed in rehabilitative programs, designed by health care personnel within profile guidelines, and supervised by the commander.

d. All soldiers age 40 and over will be evaluated for coronary heart disease risk factors as part of their periodic physical examination. The medical procedures for the Cardiovascular Screening Program are outlined in AR 40–501. It is the soldier's responsibility to ensure that the CVSP is conducted in a timely manner, as close to the 40th birthday as possible, and as promptly as medical facilities permit.

e. All AC lieutenant colonel and colonel command selects and Command Sergeant Major (CSM) designees, regardless of age, must be cleared by a CVSP, meet body fat standards set forth in AR 600–9, and pass the APFT before assuming command or assignment to a CSM position. A CVSP clearance granted during the soldier's last periodic physical examination is considered sufficient to meet the CVSP requirement.

9–6. Procedures in units

a. As a first priority, commanders will conduct physical fitness programs that enhance soldiers' ability to complete critical soldier or leader tasks that support the unit's METL. Preparation for the APFT is of secondary importance. Maintenance of the military skills listed below will also be emphasized.

(1) Agility, to include fast movement in enclosed spaces (sprinting and lateral movement).

(2) Balance and controlling fear of heights.

(3) Vaulting, jumping, and landing correctly.

(4) Forced marching with loads, to include cross–country movement.

(5) Strength development activities such as rope climbing, pull ups, and resistance exercises.

(6) Crawling.

(7) Negotiation of natural and man–made obstacles (confidence and obstacle courses).

b. Commanders may establish unit APFT standards which exceed Army minimum standards; however, the standards must be able to be achieved safely through the use of normal training time and adherence to the principles of conditioning outlined in FM 21–20. Personnel who meet Army minimum standards, but fail to meet unit standards, may not be punished or disciplined; however, they may be candidates for special programs (see d below) which focus on overcoming weakness. Commanders who establish higher standards should do so because their unit missions require soldiers to be more than minimally fit. Like–units with identical missions (companies within battalions, battalions within brigades) should have similar standards. Care should be taken by the chain of command to ensure unit standards do not arbitrarily replace the Army standards.

c. Physical performance requirements are inherent in many of the tasks listed in the soldier's manual for each MOS. The ability to perform essential MOS physical job tasks is one of the criteria for graduation from IET. Soldiers in units must maintain physical fitness proficiency as part of their overall MOS proficiency.

d. Special programs are appropriate for soldiers who have difficulty meeting unit or Army standards. Such programs will not be punitive in nature; they must be designed to build up soldiers, not tear them down. (Additional conditioning is not a substitute for smart, tailored conditioning.) Special programs will also be designed to meet individual needs to overcome specific weaknesses (such as

aerobic or strength deficiency). In addition, they should encourage healthy lifestyle behavior.

e. Special physical fitness programs will be tailored according to FM 21–20 and kept separate and distinct from the Army Body Composition/Weight Control Program, except for the exercise programs prescribed to assist soldiers with weight control problems. It is intended that commanders avoid placing all soldiers that exceed body fat standards or have fitness problems into the same category with the expectation that more exercise will automatically result in decreased body fat. A soldier who exceeds body fat standards may be able to pass the APFT, while a very thin soldier may be unable to pass the APFT. One special program for both soldiers is obviously not appropriate. Special programs will be employed to the greatest extent possible for soldiers with physical fitness problems. These programs will not be used to discipline soldiers who may have attitude problems toward physical exercise. Master fitness trainers, if available, should be used to develop special programs.

f. Competitive, intramural sports programs should complement unit physical fitness programs and be used to build esprit de corps, teamwork, and morale. Unit sports activities, however, must be rigorous enough to develop some or all of the physical fitness components outlined in paragraph 9–3 to be of benefit. They should not be substituted for a formal program of physical conditioning.

g. The following provides general guidance for safe and sound physical exercise. Any aerobic activity which results in soldiers maintaining their training heart rate, as described in FM 21–20, chapter 2, for a minimum of 20 minutes, 3 to 5 times per week, is adequate to maintain cardio respiratory fitness. The intensity of each cardio respiratory exercise session should be adjusted based on the training objective for that session. Physical training aimed at improving a soldier's muscular strength and endurance should consist of multiple sets of timed exercises. Exercises are continued until temporary muscle failure (until the individual cannot complete another correct repetition). Muscular strength and endurance sessions should be conducted a minimum of 3 times per week. Detailed guidance is provided in FM 21–20, chapter 3.

h. FM 21–20 outlines various types of programs for units with different missions. Commanders should make every effort to design and tailor programs according to what their soldiers may be expected to do in combat. Running has always been regarded as one of the best aerobic activities; however, unless running programs are balanced with strength, muscular endurance, and load bearing exercise, or exercise related to the unit mission, they are inadequate. Road marches with combat loads are excellent conditioners, as are pull–ups, obstacle courses, and other traditional soldier fitness activities. Conditioning for combat readiness must be the focus of all Army physical fitness programs.

i. Physiological differences, as well as unit and individual missions, must be considered when designing programs involving soldiers of both sexes. Despite the level of conditioning, cardio respiratory and muscular strength differences between men and women are significant. For example, women generally have to exert more effort to maintain the same pace or to do the same amount of work as men. Commanders will practice the principles outlined in FM 21–20 and apply them to maximize unit and individual soldier development. Soldiers who are pregnant or who are recovering from childbirth will not participate in unit physical fitness programs or testing until cleared by their physician or physician's assistant.

j. Commanders should use FM 21–20, DA Pam 350–15, DA Pam 350–18, DA Pam 350–21, and DA Pam 350–22 to help develop programs for soldiers. These publications provide excellent material to design and tailor programs for soldiers in all kinds of assignments.

k. Master fitness trainers are soldiers who have completed an approved master fitness training course or a special program at the United States Military Academy. These soldiers have received intensive training in scientific elements of physical fitness and will be used by commanders as special staff assistants to design and maintain unit programs.

9–7. Procedures for individual programs

a. In certain duty assignments (for example, staff or shift work) and in the ARNG and USAR, highly structured, collective programs are not always practical. Therefore, individually scheduled personal fitness programs should be emphasized and time during the duty day authorized for workouts. RC commanders and supervisors will encourage physical fitness programs for their soldiers during nonduty hours to the greatest extent possible. Guidelines for individual programs are outlined in FM 21–20.

b. All soldiers must maintain a minimum level of overall physical fitness despite job position. Commanders and supervisors will provide adequate time during the duty day, or during shift work, if appropriate and possible, to allow soldiers to maintain a vigorous physical fitness program. As a minimum, such a program will allow for at least 30 minutes of intense exercise at least 3 times per week, plus adequate time for changing, showers, and recovery.

9–8. Physical fitness testing procedures

The purpose of physical fitness testing is to give soldiers an incentive to stay in good physical condition and allow commanders a means of assessing the general fitness levels of their units.

a. Physical fitness testing will not form the foundation of unit or individual fitness programs; it is simply one element of a total program. Fitness testing is designed to ensure the maintenance of a base level of physical fitness essential for every soldier in the Army, regardless of MOS or duty assignment. Unit programs must be designed to take this base level of conditioning and raise it to help meet or exceed mission–related physical performance tasks.

b. TRADOC develops physical fitness test standards and ODCSOPS approves them. The APFT provides a measure of cardio respiratory and upper and lower body muscular endurance. It is a performance test that indicates a soldier's ability to perform physically and handle his or her own body weight. Standards are adjusted for age and physiological difference between men and women. The APFT consists of push–ups, sit–ups, and a 2–mile run, done in that order on the same day. For profiled soldiers, a record test must include an aerobic event. The only approved aerobic events are the 2–mile run, 800–yard swim, 6.2–mile bike ride (stationary or track), or the 2.5–mile walk. Testing is prescribed for all soldiers as follows:

(1) The intent of the APFT in the Army Physical Fitness Program is to provide an assessment of the physical fitness training program. Temporary training periods solely devoted toward meeting APFT requirements are discouraged. Active Army soldiers and Active Guard/Reserve will take the APFT at least twice each year with a minimum of 4 months separating record tests, if only two record tests are given.

(2) Commanders may administer the APFT as often as they wish (for record or practice); however, they must specify beforehand when the results are for record purposes. Intent is for physical fitness programs to sustain adequate physical fitness. Accordingly, all soldiers (active, Guard, and Reserve) should be able to take and pass the APFT at any time. The APFT is the commander's tool for measuring minimum physical fitness. He may use that tool as often as necessary to ensure the unit is maintaining minimum physical fitness standards.

(3) Personnel with medical profiles that preclude taking the push–up or sit–up event, or both, will take the remaining events, if a physician or physician's assistant approves. The 2–mile run event, however, or an approved alternate test event as outlined in FM 21–20, must be taken if the test is to count for record. The alternate test is primarily designed for soldiers with permanent physical profiles which preclude them from taking the 2–mile run; however, soldiers with temporary profiles of long duration (more than 3 months) may also take an alternate test if approved by the commander after input from health care personnel. Alternate test events and their administration are outlined in FM 21–20. Soldiers must be given 3 months to prepare for the alternate test from either the date of the profile or the date recommended by health care personnel.

(4) Soldiers who fail a record APFT for the first time or fail to take the APFT within the required period will be flagged according to AR 600–8–2. In the event of a record test failure, commanders may allow soldiers to retake the test as soon as the soldier and the commander feel the soldier is ready. Soldiers without a medical profile will be retested not later than 3 months following the initial APFT failure. RC soldiers, not on active duty and without a medical profile, will be tested no later than 6 months following the initial APFT failure.

(5) Personnel who initially fail the CVSP and are subsequently cleared, will have no more than 179 days of conditioning prior to the requirement to successfully meet the standards of a record APFT.

(6) All soldiers must attain a score of at least 60 points on each test event and an overall score of at least 180 points. Three exceptions are listed below.

(a) Soldiers medically excused from an APFT event or events must attain an APFT score of GO, 60, or 120 points depending on the number of APFT events tested.

(b) Soldiers in basic training must attain 50 points on each event and an overall score of 150, or a score as determined by ODCSOPS in coordination with TRADOC. (This exception does not apply to advanced individual training, one station unit training (OSUT), or leader development schools listed in paragraph 9–2f(5).)

(c) Soldiers awaiting IET may be tested but no formal record of their score will be maintained.

(7) Soldiers in IET will be tested near the end of the course to qualify for completion of basic training, AIT, OSUT, and one station training.

(8) Officer and warrant officer candidates in precommissioning training and officers and warrant officers in initial training courses, such as officer basic courses, will be tested at least once (near the end of their course) and must pass the test to graduate.

(9) Officers, warrant officers, and enlisted personnel attending the following leader development courses must take and pass the APFT in order to graduate: PLDC, BNCOC, ANCOC, FSC, SMC, SWOT, OBC, OAC, CAS3, CGSOC, and AWC. Other courses, with DA approval, may require passing the APFT for either enrollment or graduation.

(10) Personnel in joint, North Atlantic Treaty Organization, Office of the Secretary of Defense, and all other staff assignments are subject to, and will take, the APFT. The senior Army soldier in the organization will conduct the APFT and ensure inclusion of scores in records and performance reports.

(11) ARNG personnel and members of USAR troop program units (TPUs) will take the APFT at least once a year. If only one record test is taken each year, at least 8 months will elapse between record tests, except for make–up testing and retesting of those who failed the test. Retesting will be done according to (4) above.

(12) IMA and IRR soldiers who are on tours of active duty for annual training, active duty training, or active duty special work will be administered the APFT when they are placed on tours of duty 12 or more days in length. The test will be administered to IRR members normally once each year, except for those who failed the test; they will be retested according to (4) above. Members of the IRR and USAR TPUs on extended active duty to fill Army vacancies will comply with para 9–8b(1) above. The commander of the unit or agency to which the IRR member is attached for duty will administer the APFT. Individuals assigned to individual mobilization Augmentee positions will comply with policies and programs directed by their assigned commander. All commanders may use the APFT as a diagnostic tool to assess their units at any time; however, they will provide reasonable advance notice to soldiers when an APFT will be administered for record purposes. Soldiers on active duty must comply with policy provisions of this chapter no matter what their status was prior to coming on active duty.

(13) TRADOC sets physical fitness standards for entry into Ranger, Special Forces, Airborne training, and into other schools requiring separate physical fitness standards. The ODCSOPS will review and approve these standards.

(14) Results of the APFT will be recorded on DA Form 705 (Physical Fitness Test Scorecard) which will be maintained for each

service members. This scorecard will be kept at a central location in the unit and will accompany the individual military personnel records jacket at time of permanent change of station. Units and separate offices will have a system for monitoring performance and progress of their soldiers.

(15) Individuals will be weighed when they take record Army Physical Fitness Tests or at least every 6 months according to AR 600–9.

(16) All soldiers (AC and RC) who reached age 40 before 1 January 1989 will not be tested until medically evaluated and cleared by the CVSP. Uncleared soldiers may continue their current level of exercise during the evaluation process, including participation in unit or individual programs, but they will not be permitted to take the APFT until cleared.

(17) Soldiers (Active and Reserve) who reach age 40 on or after 1 January 1989 are required to take the APFT, unless prohibited by a medical profile. These soldiers will receive their CVSP screening in conjunction with their next periodic physical examination.

9–9. Incentives and corrective action
a. Commanders are encouraged to establish incentives and unit physical fitness objectives related to their mission essential tasks. Soldiers who score 290 or above on the APFT and meet body fat standards will be awarded the Physical Fitness Badge for physical fitness excellence according to AR 672–5–1. Commanders are encouraged to commend soldiers who score over 270 points on the APFT for outstanding performance.

b. Soldiers without medical profiles, who repeatedly fail the APFT, will be either barred from re–enlistment (AR 601–280, enlisted soldiers) or processed for separation from the service. Provisions for separation are in AR 635–100 (officers) or AR 635–200 (enlisted soldiers) and counterpart ARNG and USAR regulations. (A repetitive failure occurs when a record test is taken and failed, the soldier is provided adequate time and assistance to improve his or her performance, and failure occurs again.) See AR 635–100 for those officers who have incurred a statutory active duty service obligation because of participation in an Army sponsored educational or training program.

9–10. Safety
a. FM 21–20 provides guidance for preventing injuries during physical training. Trainers will be alert to signs and symptoms indicating that a soldier's endurance limits have been reached or exceeded, or a serious medical condition exists. These signs and symptoms may include, but are not limited to the following:

(1) Sudden decline in ability to meet previously attained levels of performance.

(2) Excessive shortness of breath, gasping, choking, or other difficulty in breathing.

(3) Light–headedness, faintness, or actual loss of consciousness.

(4) Nausea or vomiting.

(5) Irregularities in heart beat or palpitations of the heart.

(6) Chest discomfort, including pain, tightness, pressure, constriction, or a feeling of smothering. (Not all chest pains are symptomatic of danger. Those that increase with exercise, however, generally are.)

(7) Cessation of perspiration; hot, dry skin; confusion; or unconsciousness.

(8) Muscle cramps during exercise.

(9) Poor gait, limping, and strains or sprains of feet and legs.

(10) Muscle joint pain.

b. If a trainer detects any of the signs or symptoms in a above, exercises will be stopped and the soldier immediately referred for medical evaluation. Conditions (5) through (8) above are symptoms of cardiovascular injury, heat stroke, or severe respiratory difficulty and should be considered major medical emergencies.

c. Training intensity should be increased slowly so that the body can adapt to previous training. Care must be taken to avoid over––training which can bring on stress fractures, tendentious, blisters, and muscle soreness. This can result in the loss of training time.

Training should begin with appropriate warm–up and stretching and conclude with proper cool–down and stretching.

d. Environmental considerations, particularly weather and altitude, are essential in planning programs. Proper modification to the uniform or changes in exercise activity should be made during conditions of extreme cold or heat. Active encouragement of fluid intake is extremely important in preventing heat injuries. Fluid restrictions during intense exercise in hot conditions increases the likelihood of serious injuries. Water intake will be encouraged before, during, and after exercise. Most persons do not take enough fluids during exercise in hot or cold weather, especially the latter.

e. If a soldier fails to meet the physical fitness standards in FM 21–20, the person's unit commander will remove him or her from parachute, diving, or flight crew status. This action will be taken if in the judgment of the unit commander such action is necessary to ensure the safety of that soldier or other unit members.

9–11. Sports–related programs
a. The Army Sports Program should supplement physical fitness programs. Many sports can be used to promote unit esprit de corps, develop a competitive spirit, increase motivation for fitness development, improve physical fitness, and add variety to the unit programs. Obviously, sports such as bowling or golf may be good, relaxing activities that may relieve stress, yet they do little for soldier physical fitness. On the other hand, vigorous sports such as racket games, soccer, swimming, biking, cross–country skiing, and running actually enhance fitness. Commanders must select sports that will enhance their overall program of physical fitness. Competitive fitness activities are outlined in FM 21–20.

b. Commanders are encouraged to plan and conduct unit–level sports activities. Morale, welfare, and recreation organizations and personnel can provide assistance (AR 215–1).

c. Army physical fitness facilities (gymnasiums and swimming pools) may be used in unit training programs, to include the following:

(1) Weight training.

(2) Circuit training.

(3) Hand–to–hand combat.

(4) Swimming and drown–proofing.

d. Commanders and supervisors are encouraged to have their personnel take part in international competitive events. Participation should be used as a way to promote physical fitness at the highest level of competition. Two international competitive events related to military physical fitness are as follows:

(1) The military pentathlon (shooting, obstacle running, grenade throwing, utility swimming, and cross–country running.)

(2) The Inter–allied Confederation of Reserve Officers (known by French acronym CIOR) military skills competition (orienteering, obstacle swimming, shooting, obstacle running, grenade throwing, map reading, and distance estimating).

9–12. Uniforms
a. When conducting physical fitness training in unit formations, the commander will prescribe a uniform proper to weather conditions and the type of activity. This can include appropriate components of the athletic ensemble (CTA 50–900) when issued, or it can also include battle or fatigue dress trousers with undershirt or utility shirt. Female soldiers will not be required to wear the undershirt as an outer garment nor will they be required to remove the utility shirt for physical training (AR 670–1). The commander may authorize the wear of individually purchased athletic clothing for unit sports activities or for physical training.

b. Testing standards are designed for soldiers wearing running shoes. Accordingly, running shoes will be worn for physical fitness testing unless individual soldiers elect to wear combat boots.

c. Commanders should advise soldiers on how to select suitable athletic or running shoes. However, they will not require the purchase of a particular color, brand, or style.

d. The preferred shoe for running is the running shoe. However, since soldiers wear boots in combat, some physical training in boots,

to include limited running and rapid road marching, may be appropriate. While running in boots may be uncomfortable, there is no definitive research available that shows fitted, comfortable, and well broken–in boots cause injury. Activities conducted in combat boots should progressively increase in duration allowing soldiers to adapt to performing in boots. In combat, soldiers may have to run or force–march over rough terrain. Training in boots will prepare them for those conditions. This guidance is not intended to have the combat boot replace the running shoe for physical training; but it is meant to let soldiers and commanders know the soldier's primary footwear is suitable for limited, periodic physical exercise, as long as the boot fits and is well broken–in. Commanders must consider the experience of their soldiers and their unit missions, when deciding on the footwear for various types of fitness training.

Chapter 10
Weapons Qualification

10–1. Overview
This chapter establishes policies, objectives, and guidance for conducting Army training relative to qualification and instructional firing with individual and crew–served weapons.

10–2. Marksmanship policy
a. The conduct of marksmanship instruction, weapons maintenance, and objective range firing evaluation provide dependable indicators of a unit's training readiness. Commanders at all levels will develop and sustain individual, crew, and unit proficiency in the use and employment of weapons. The commander's training goal must be to attain and sustain the levels of weapons proficiency for training readiness condition (TRC) levels explained in DA Pam 350–38, (DA Pam 350–39 for SOF) and appropriate field manuals. The gunnery strategy component of the unit's current strategy in the Combined Arms Training Strategy provides a recommended list of weapons training and firing exercises together with associated resources as outlined in DA Pam 350–38.

b. Participation in competitive marksmanship program activities is encouraged (AR 350–6). When available, advanced marksmanship instruction will be used by commanders to plan and conduct training.

c. Preliminary marksmanship training will be conducted prior to instructional or qualification firing of weapons. Examples are marksmanship fundamentals, target detection, range estimation, shot grouping, battle sight zeroing, crew drill, weapons maintenance, night time firing, and firing in mission–oriented protective posture (MOPP) 4 configuration. Guidance for weapons training under night and NBC conditions will be provided by memorandum through command channels until revised field manuals are published.

d. Training on simulators and subcaliber ranges is encouraged prior to qualification.

e. The following additional guidance applies for training and qualification:

(1) The preferred qualification method is on a full–scale, standard record fire range.

(2) Alternate qualification courses may be used only when a standard record fire range is not available.

(3) Performance tests as outlined in applicable Department of the Army training literature are appropriate for evaluating individual proficiency and crew proficiency.

(4) The standards established by DA Pam 350–38 (and DA Pam 350–39 for SOF) will be used in developing the unit training program and conducting qualification evaluations.

(5) Instructional firing may be used by commanders to provide additional training to personnel on other than their primary weapon. This firing will be conducted on a prescribed record fire course outlined in applicable DA training literature or approved TRADOC POI. The prescribed standard record fire range will be used by units.

The POI will be used within TRADOC schools or TRADOC–certified noncommissioned officer academies.

(6) All ammunition issued for instructional and qualification firing must be accounted for as stated in AR 190–11.

f. Exemptions from weapons qualification are as follows:

(1) Army Medical Department personnel and non–AMEDD personnel in medical units will train and qualify with individual small arms (pistols and rifles). These personnel are not required to train and qualify on crew served weapons. However, AMEDD personnel attending training at noncommissioned officer education system courses will receive weapons instruction that is part of the curriculum. This will ensure that successful completion of the course is not jeopardized by failure to attend the weapons training portion of the curriculum (AR 351–1).

(2) Chaplains and individuals classified 1–A–O (conscientious objectors).

(3) Cadets at the United States Military Academy, except when directed by the Superintendent.

(4) Individuals in duty positions not assigned individual weapons.

g. Commanders may authorize use of alternate qualification courses prescribed in applicable field manuals only when units conducting training do not have ready access to standard record fire ranges.

h. Familiarization firing is no longer authorized for training.

10–3. Marksmanship policy applicable to Active Component units
a. AC personnel assigned to duty positions that have individual weapons authorized will qualify on that weapon in accordance with DA Pam 350–38 (DA Pam 350–39 for SOF). Personnel assigned to crew served weapons will also qualify in accordance with DA Pam 350–series.

b. MACOM commanders are encouraged to require weapons qualification by assigned personnel despite a lack of authorized weapons in duty positions, if weapons can be borrowed and ammunition is available.

c. Qualification with the individual weapon is a prerequisite for assignment to a hostile fire zone.

10–4. Marksmanship policy applicable to the Reserve Component
a. The frequency of RC weapons qualification firing will be in accordance with DA Pam 350–38 (DA Pam 350–39 for SOF).

b. RC personnel on extended active duty or full–time active duty such as the Active Guard and Reserve will comply with paragraph 10–3.

c. RC personnel awaiting IADT are not required to qualify in weapons training.

10–5. Marksmanship policy applicable to the training base
a. TRADOC develops all doctrine related to weapons training and qualification.

b. Prior to completing IET, all personnel not excused by proper authority will qualify on a standard record fire range with both—

(1) The standard type U.S. Army rifle or the weapon with which they will be armed in their military occupational specialty (if other than the standard type U.S. Army rifle).

(2) Other individual and crew–served weapons as prescribed by the appropriate POI.

c. Failure to achieve minimum standards will result in recycle or elimination procedures.

10–6. Award of qualification badges
a. Qualification badges will be awarded in accordance with AR 672–5–1, paragraph 5–32. Qualification badges are given to personnel who successfully complete an authorized qualification course of fire or performance test with a type of weapon for which a qualification badge is authorized. Commanders will ensure that the value of badges is not degraded. The rules for revocation of badges are in AR 672–5–1, paragraph 1–29.

b. Qualification badges should be presented at an appropriate

ceremony as soon as possible after the completion of qualification firing or testing. Commanders should urge the wearing of authorized qualification badges.

10–7. Crew–served weapons qualification

a. A crew–served weapon is defined as a weapon for which a crew of at least two members is specifically authorized by the unit's TOE or MTOE or for which a crew is designated by the unit commander.

b. Unit commanders will designate and train soldiers to operate, as an additional duty, crew–served weapons for which crews are not specifically designated in the authorization document; for example, caliber .50 and M60 machine guns.

c. Qualification with crew–served weapons will be in accordance with applicable DA training literature for those weapons.

10–8. Records and reports

Records and reports regarding weapons qualification will be handled as follows:

a. Individual qualification with weapons will be recorded on DA Form 2 (Personnel Qualification Record—Part I) or DA Form 2–1 (Personnel Qualification Record—Part II). (See AR 640–2–1.)

b. The commander conducting training provides the custodian of personnel records with all information on personnel given credit for qualification firing so it can be included in the Personnel Qualification Records.

Chapter 11
Nuclear, Biological, and Chemical Defense and Chemical Warfare Training

11–1. Overview

This chapter prescribes Army policy for nuclear, biological, and chemical defense; chemical warfare; and smoke and flame training. It defines, specifies, and establishes a comprehensive training program that will ensure that the Army conducts effective combat operations in an NBC and limited visibility environment.

11–2. Program implementation

a. Office of The Surgeon General —

(1) Establishes medical NBC treatment regimens and training standards for individual soldiers.

(2) Includes NBC defense conditions in the performance standards for medical soldiers, leaders, and units.

(3) Develops medical–related NBC defense training devices to support individual, team, and unit NBC defense training.

(4) Establishes medical evacuation plans and training standards for evacuations under NBC conditions for both individual and mass casualties.

b. TRADOC —

(1) Establishes standards for individual, crew, leader, and unit mission proficiency in an NBC environment and under conditions of limited visibility.

(2) Identifies the critical collective and individual tasks that will be performed on the Air Land Battlefield without benefit of collective protection and establish standards for performance under NBC conditions.

(3) Ensures that the ability to perform common and MOS/skill identifier (SI) critical skills in MOPP gear is developed during initial entry training and sustained during professional development training.

(4) Develops requirements to simulate NBC and limited visibility conditions into system and nonsystem training aids, devices, simulators, and simulations.

(5) Provides resident and nonresident training in NBC defense, CW operations, and smoke and flame operations.

(6) Integrates NBC defense and obscuration considerations into appropriate training material and leadership training initiatives.

c. AMC develops system and nonsystem training devices and simulations to support individual, crew, leader, and unit–integrated NBC training.

d. FORSCOM establishes and administers NBC defense and limited visibility and smoke training policy for continental United States (CONUS)–based Active and Reserve Component organizations.

e. Major Army commands —

(1) Ensure units train to perform their missions under conditions produced by the employment of NBC weapons, smoke, and flame.

(2) Ensure that all personnel are trained to meet the following standards:

(a) Proficient in NBC defense tasks at the appropriate skill level.

(b) Able to perform their common and MOS/SI mission essential tasks in full MOPP 4 when the use of collective protection is not feasible or appropriate.

(3) Maintain command emphasis at all levels on individual and unit proficiency in NBC skills and tasks.

(4) Define mission–critical training goals to ensure force survivability and sustainability under active NBC conditions, consistent with contingencies and threat.

(5) Coordinate with sister Services, national agencies, and forward–deployed commanders in chief to ensure joint and combined plans and contingencies (to include NBC warfare deterrence, NBC defense, CW, and limited visibility operations) are regularly exercised.

11–3. Training policy

a. NBC defense training will be —

(1) Designed to ensure that all soldiers, leaders, and units achieve and maintain proficiency in combat operations under NBC conditions.

(2) Conducted so that individual soldiers, leaders, and units achieve and maintain the standards for NBC defense tasks described in mission training plans, drills, soldier's manuals, and MQS manuals.

(3) Integrated into unit mission training by emphasizing contamination avoidance, protection, and decontamination doctrine as prescribed below.

(a) Commanders will analyze their missions and train to accomplish them in an NBC environment.

(b) Selected field training exercises (FTXs) and command post exercises (CPXs) will include NBC operations against an OPFOR with a capability of employing NBC weapons equal to the capability attributed to the actual threat force represented.

(c) Retaliatory chemical operations employment will be fully exercised by units and staffs with the CW employment mission.

(d) Evaluations of units must measure not only how well a unit performs its missions and critical tasks, but how well it performs in a realistic NBC environment for extended periods.

b. Chemical weapons employment training should include every aspect of chemical warfare operations. Chemical weapons can affect large areas. Therefore, the impact of their employment and their residual effects on the organization for combat, disposition of forces, scheme of maneuver, and CS or CSS requirements must be thoroughly understood.

c. Officers and NCOs who plan and execute chemical retaliatory operations must successfully complete the Chemical Weapons Target Analysis Course at the U.S. Army Artillery School.

11–4. Standards

NBC defense and CW training standards are published in soldier's manuals, MQS manuals, mission training plans, and civilian training plans. Civilian personnel expected to deploy with Army units will be trained to the same NBC standards as military personnel.

11–5. Training in TRADOC schools

a. During basic combat training, soldiers will train to qualify in the NBC defense tasks contained in STP 21–1–SMCT. In addition, they will train a minimum of 4 continuous hours in MOPP 4. This training must be integrated into the performance of basic combat

tasks and qualification with the individual weapon. During advanced individual training (or OSUT equivalent), soldiers will train a minimum of 4 continuous hours in MOPP 4 while performing mission/MOS critical tasks. During periods of warm weather, training time in MOPP 4 may be reduced. FM 3–4 contains performance degradation data that can help make this determination.

b. Precommissioning and warrant officer candidate training will ensure qualification to MQS I. Officer and warrant officer basic courses will ensure qualification to MQS II – Lieutenants. Officer advanced courses will ensure qualification to MQS II – Captains. (See AR 351–1.)

c. NBC tasks for leaders are contained in STP 21–24–SMCT and will be trained at the earliest point practical in a soldier's career; for example, at PLDC. After mastery of NBC leader tasks, NBC is presented as a condition that modifies or changes the performance of branch or unit specific tasks. Courses such as BNCOC, ANCOC, OBC, OAC, CGSOC, and those sponsored by the Army War College will focus on the effects of NBC on the Air Land operations. Other courses, such as Special Forces Qualification, Ranger, and those given at the JOTC will provide opportunities to lead under NBC conditions. All leaders must be able to direct operations on the Air Land battlefield by fully integrating the reinforcement of individual and unit NBC skills in FTXs, CPXs, and other training described in MTPs.

11–6. Training in units

a. To enhance NBC defense training at the unit level, every MTOE company, battery, or troop has a chemical NCO (MOS 54B) authorized. An NBC defense officer (additional skill identifier (ASI) 3R) and an enlisted alternate (special qualification identifier (SQI) C) will also be appointed from unit assets. These three individuals constitute the unit commander's principal NBC defense trainers and advisers on NBC defense operations, NBC training, and NBC equipment maintenance. If a chemical NCO (MOS 54B) is not assigned, an NCO with SQI C will be appointed in his or her place. For TDA units that are authorized NBC defense equipment and are required to conduct NBC defense training, at least one soldier will be appointed at each level of command. The unit (company, battery, or troop) NBC defense officer and NCO must successfully complete the 2–week NBC Defense Course program of instruction developed by the U.S. Army Chemical School. This course may be taken at area or post NBC schools, U.S. Army Reserve Forces Schools, Army National Guard academies, or at the U.S. Army Chemical School. Chemical officers (Branch Code 74) or chemical NCOs (MOS 54B) are not required to be graduates of the course. Those MOS 54B soldiers who assume unit NBC NCO duties and who are not BNCOC graduates are required to attend this training. Prerequisites for Active and Reserve Component personnel attending the NBC Defense Course are shown below.

(1) Promotable specialist or promotable corporal and above.

(2) Skill technician score of 95 or general technical score of 100.

(3) Retainability of 1 year in unit (waiverable in short–tour areas only).

b. NBC training must be fully integrated into unit exercises (combat, combat support, combat service support, and command and control) during offensive and defensive operations. Realistic training requires that enemy doctrine and capabilities for the employment of NBC weapons be understood and used to enhance mission performance in an NBC environment.

c. Operations in NBC warfare will be fully integrated into exercise situations. This integration will develop and test the capability of commanders, staffs, and units to perform their mission(s) under extended NBC conditions. Soldiers or leaders will spend an appropriate time (based on mission requirements and criteria in FM 3–4) in MOPP 4 while performing their MOS and other job–related tasks. Unit proficiency will be determined by having the unit accomplish its mission under NBC conditions during external and internal evaluations to MTP standards (FM 3–100).

d. Units will conduct weapons qualification on individual and crew–served weapons with personnel wearing MOPP 4, in accordance with DA Pam 350–38 (DA Pam 350–39 for SOF).

e. Avoidance, protection, and decontamination training will be conducted as discussed below.

(1) Monitoring for NBC hazards is a unit responsibility. Leaders are responsible for directing all monitoring efforts. The commander will ensure that the appropriate section, squad, or platoon has personnel trained to operate and maintain the assigned NBC defense equipment (FM 3–3).

(2) The planning and control of radiological and chemical surveys and biological sampling will be done at battalion or squadron and higher levels.

(3) All individuals will be trained on basic decontamination skills using individual and unit decontamination equipment. Leaders at all levels will ensure their units are proficient in hasty and deliberate decontamination procedures. This requirement is essential since an individual may be called on to support or undergo either type of operation (FM 3–5).

f. All assigned personnel will be trained on the proper procedures for entry and exit of collective protection equipment.

g. Individuals will be trained on NBC equipment operation and maintenance as discussed below.

(1) Operation and maintenance of individual and unit NBC equipment is the responsibility of both unit leaders and each soldier. In addition to NBC equipment operation and maintenance training required for individual soldier's manual skills, operators of unit NBC defense equipment will be trained to perform operator maintenance on the assigned equipment.

(2) Normally, unit NBC equipment is assigned as prescribed in the unit MTOE. Under some conditions, a unit may centralize the maintenance of equipment. However, responsibility for performing and supervising maintenance of unit equipment resides as indicated by the MTOE unless the commander designates otherwise.

(3) The chemical NCO (MOS 54B) is the commander's adviser and trainer for NBC equipment.

h. Retaliatory chemical weapons employment training will be conducted for specified individuals and units as discussed below.

(1) Commanders and staffs will be trained in the capabilities and limitations of CW weapons.

(2) CW training will be conducted by all units having direct or indirect roles in the chemical retaliatory process. FTXs and CPXs should include every aspect of chemical operations when possible.

i. Mission–essential Army civilians will be trained in NBC survival skills. Emergency essential contractor personnel and local nationals of foreign host countries will be trained in accordance with applicable contracts and host nation agreements.

j. Units will integrate, as appropriate, the use of smoke and flame to support mission related training.

Chapter 12
Combat Lifesaver

12–1. Overview
This chapter establishes policy for training individual soldiers to become combat lifesavers and for sustaining their proficiency.

12–2. Program implementation
a. Office of The Surgeon General exercises Army staff responsibility for combat lifesaver training.

b. TRADOC —

(1) Publishes and distributes materials required to conduct combat lifesaver training as part of the Army Correspondence Course Program.

(2) Furnishes a certificate or other proof of completion to each soldier who successfully completes the combat lifesaver course.

(3) Ensures that the role and capabilities of the combat lifesaver are taught in PLDC, BNCOC, ANCOC, OBC, and OAC.

c. U.S. Army Health Services Command, within the Surgeon

General's guidance, plans and develops training to qualify non-–AMEDD personnel as combat lifesavers. The Academy of Health Sciences (AHS) functions as executive agent for HSC in all matters related to combat lifesaver policy and training. The Commandant, AHS, develops training support packages that support combat lifesaver training and forwards them to the Army Institute for Professional Development.

d. Major Army commands —

(1) Ensure that members of their commands are familiar with the role of the combat lifesaver in providing advanced first aid as a secondary mission.

(2) Ensure training is conducted in accordance with standards published in course material.

(3) Ensure that units budget and program to sustain a viable training program and reconstitute contents of the combat lifesaver bag after use.

(4) Consider review of subordinate commanders' implementation of the combat lifesaver program during command inspections.

e. Corps/divisions/brigades and separate brigade–sized units —

(1) Implement combat lifesaver training within their commands.

(2) Designate a staff surgeon responsible for supervising their respective combat lifesaver programs.

f. Battalions/squadrons/separate companies —

(1) Coordinate combat lifesaver training programs with the responsible surgeon (see e(2) above) prior to the start of training.

(2) Designate the primary instructor for combat lifesaver training and certification. The primary instructor will be at least a senior medical NCO. Units without qualifying medical personnel will request training instructor support from the next higher command surgeon or local medical treatment facility.

(3) Enroll selected unit personnel in the combat lifesaver training course in accordance with DA Pam 351–20. All student and instructor materials printed by the Institute for Professional Development are shipped to the primary instructor for the group of students.

(4) Conduct combat lifesaver training in accordance with guidelines contained within this regulation and training materials provided by the Army Correspondence Course Program.

(5) Ensure that each squad, crew, or equivalent–sized unit has at least one member trained as a combat lifesaver.

(6) Ensure each combat lifesaver maintains proficiency.

12–3. Combat lifesaver training concept

a. Immediate, far–forward care is essential on a widely dispersed and fluid battlefield to prevent soldiers from dying of wounds. Medical personnel may not be able to reach and apply lifesaving measures to all wounded soldiers at all points on the battlefield in a timely manner. The combat lifesaver is a nonmedical soldier trained to provide lifesaving measures beyond the level of self–aid or buddy–aid. A properly trained combat lifesaver is capable of stabilizing many types of casualties. The combat lifesaver is not intended to take the place of medical personnel, but to slow deterioration of a wounded soldier's condition until medical personnel arrive. Functioning as a combat lifesaver is a secondary mission undertaken only when the tactical situation permits. Even so, the combat lifesaver has proven to be effective in saving wounded soldiers lives by the timely application of critical lifesaving measures.

b. Combat lifesaver training is provided in group study mode with training taking place at the unit level. Testing is performed at the unit level using the written and performance tests furnished in the correspondence course. Training and testing will be conducted according to the tasks, conditions, and standards established by AHS and published in correspondence course training materials.

c. Program managers are not authorized to augment correspondence course material, change the length of the course, or increase or delete items contained in the combat lifesaver aid bag.

d. Combat lifesaver tasks are perishable skills. Combat lifesavers must be recertified every 12 months on the performance–tested tasks in the combat life saver course. The printed material in the correspondence course can be locally reproduced and used for sustainment training.

e. To the extent needed to sustain skill proficiency, combat lifesavers will be exercised during home station training activities (to include FTXs) and during deployments for training (to include rotations through combat training centers).

f. Needed combat lifesaver training will continue during mobilization.

12–4. Class VIII resupply of combat lifesaver aid bags

a. During garrison operations, class VIII resupply for combat lifesaver aid bags is conducted in the following manner:

(1) Units with assigned medical personnel request class VIII resupply support through those personnel.

(2) Divisional, brigade, and regimental units without assigned medical personnel request class VIII support through the division medical supply office (MSO), brigade MSO, and regimental MSO.

(3) Nondivisional units request class VIII support from the installation medical supply activity (IMSA), which is normally the MSO of the medical department activity (MEDDAC) or U.S. Army Medical Center (MEDCEN).

b. During field operations, resupply is accomplished in the same manner as during garrison operations with two exceptions.

(1) Nondivisional units obtain resupply support from the nearest medical unit available.

(2) Emergency resupply is provided to all units by the nearest medical unit capable of doing so.

c. Field medical units maintain stocks of medical material with which to effect resupply of combat lifesaver aid bags during field operations.

12–5. Personnel records

a. Proof of combat lifesaver course completion that is provided by the Army Correspondence Course Program will be placed in the soldier's Military Personnel Records Jacket in accordance with AR 640–10.

b. A pencil entry will be made in item 19 of the soldier's DA Form 2–1 noting the date that the soldier successfully completed the combat lifesaver course or successfully completed recertification testing.

Chapter 13
Code of Conduct/Survival, Evasion, Resistance, and Escape Training

13–1. Overview

This chapter provides general policy for training soldiers on how to act should one become a prisoner during hostilities or a hostage during peacetime.

13–2. Personnel requiring training

Soldiers and leaders require training on the Code of Conduct and SERE as noted below. AR 350–30 prescribes subject matter for training at each level.

a. Level A – initial entry training. Level A training is that training included in basic training and at all officer and warrant officer basic courses of instruction.

b. Level B – training in units. Level B training is conducted in units for officer, NCO, and enlisted personnel operating (or anticipated to operate) forward of the division rear boundary and up to the forward line of own troops (FLOT).

c. Level C – training in schools.

(1) Level C training is conducted only at the Resistance Training Laboratory, U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) for soldiers whose wartime position, MOS, or assignment has a high risk of capture and whose position, rank, or seniority make them vulnerable to greater than average exploitation efforts by a captor. Examples include personnel who operate forward of the FLOT such as special forces, pathfinders, selected aviators, flying crew members, and members of ranger battalions.

(2) Level C training is also conducted for personnel who, due to assignment or mission during peacetime, have a high risk of being taken hostage by terrorists or being detained by a hostile government in a peacetime environment. Examples include special forces, selected military attaches and members of ranger battalions, and anyone in special support missions near conflict areas.

d. Other assigned levels of training. It is possible to have level B training requirements for soldiers assigned in units anticipating operations forward of the FLOT. It is also possible to have level C training requirements for individuals assigned in units that usually qualify for level B training. Training level status can vary with MOS, rank, clearance level, or unit assignment.

13–3. Selection of personnel for training in units MACOM commanders select personnel for training at the appropriate level (level B or C), but may delegate selection authority to commanders of divisions and separate brigades.
Commanders select soldiers for training based on the following three factors:
a. Risk of capture.
b. Risk of exploitation for information of intelligence value or propaganda purposes.
c. Captor's or detaining power's assessment of the captive's usefulness and value.

13–4. Selection of personnel for training by personnel managers
Personnel managers consider level C training requirements before assigning an individual to an operational unit. This includes soldiers who will be assigned to special forces, ranger, and pathfinder units. It also includes soldiers assuming flying status whose positions require level C training.

13–5. Guidance for training in units
a. Code of Conduct/SERE training will —
(1) Address subject matter prescribed in AR 350–30.
(2) Be conducted under the guidelines and training support materials published by USASOC (Commandant, USAJFKSWCS, ATTN: AOJK–DT–ITC, Ft Bragg, NC 28307–5000).
(3) Reinforce the principles set forth in the Geneva Convention of 1949 (relative to the treatment of prisoners of war) and the Hague Convention No. IV of 1907. (See chap 14.)
(4) Emphasize the practical application of SERE techniques.
(5) Be designed around current missions and contingency plans (including anticipated geographical areas of deployment). This will allow inclusion in training of the specific characteristics of a country such as —
(a) Appropriate cultural information.
(b) Potential enemy management practices.
(c) Special aspects of prisoner of war (PW) survival and evasion peculiar to the environment and geographical location.
(6) Be integrated, as appropriate, into unit training activities and field exercises. Commanders should adapt level B training to the specific needs of their unit. Subject matter can be integrated into field training exercises and unit external evaluations. In addition, unit training programs and field exercises will provide opportunities for integrated practical application of SERE training by rescue forces. Maximum combat realism will be applied to tactical exercises consistent with good safety practices. However, the use of PW compounds and resistance training laboratories by other than USAJFKSWCS to teach Code of Conduct and SERE training is prohibited.
b. Level B training will be given on a one–time basis to those individuals considered vulnerable to exploitation. Commanders will coordinate with the servicing military personnel office to determine the personnel who have not had the training.
c. Level C training will be conducted only at the Resistance Training Laboratory operated by the USAJFKSWCS. Units receive training seats from higher headquarters based on allocations that MACOMs receive through the Army Training Requirements and Resource System.
d. Upon completion of level B and level C training, unit commanders will ensure personnel records (DA Form 2 or DA Form 2–1) are annotated to reflect the level of training received.

Chapter 14
Law of War Training

14–1. Overview
This chapter provides general policy for training soldiers on their law of war obligations.

14–2. Personnel requiring training
Soldiers and leaders require law of war training commensurate with their duties and responsibilities. Paragraphs 14–3, 14–4, and 14–5 prescribe subject matter for training at various levels, defined as follows:
a. Level A. Initial entry level training included in the program of instruction at basic training and at all officer and warrant officer basic courses of instruction.
b. Level B. Training conducted in units for officer, noncommissioned officer, and enlisted personnel, commensurate with the missions of the unit and the duties and responsibilities of the individual soldier.
c. Level C. Training conducted at MOS schools, service schools, career courses, the Command and General Staff College, and the U.S. Army War College.

14–3. Level A – initial entry training
a. Level A training provides minimum knowledge required by all members of the Active Army, Army Reserve, and National Guard.
b. The following basic law of war rules, to be referred to as 'The Soldier's Rules,' will be taught in Level A training:
(1) Soldiers fight only enemy combatants.
(2) Soldiers do not harm enemies who surrender. Disarm them and turn them over to your superior.
(3) Soldiers do not kill or torture enemy prisoners of war.
(4) Soldiers collect and care for the wounded, whether friend or foe.
(5) Soldiers do not attack medical personnel, facilities, or equipment.
(6) Soldiers destroy no more than the mission requires.
(7) Soldiers treat all civilians humanely.
(8) Soldiers do not steal. Soldiers respect private property and possessions.
(9) Soldiers should do their best to prevent violations of the law of war. Soldiers report all violations of the law of war to their superior.
c. Instruction on The Soldier's Rules will stress their military and moral importance in U.S. warfighting.

14–4. Level B – training in units
a. Unit commanders plan and execute training on the law of war that —
(1) Is commensurate with the unit mission and the duties and responsibilities of the individual soldier.
(2) Reinforces the principles set forth in The Soldier's Rules (para 14–3b).
(3) Is designed, where appropriate, around current missions and contingency plans (including anticipated geographical areas of deployment or rules of engagement).
(4) Is integrated, as appropriate, into unit training activities and field exercises.
b. Commanders should adapt level B training to the specific needs of the unit and its personnel. Subject matter can be integrated into field training exercises and unit external evaluations. Maximum

combat realism will be applied to tactical exercises consistent with good safety practices.

14–5. Level C – training in schools

a. Level C training will emphasize staff and noncommissioned officer responsibility for —

(1) The performance of duties in accordance with the law of war obligations of the United States.

(2) Law of war issues in command planning and execution of combat operations.

(3) Measures for the reporting of suspected or alleged war crimes committed by or against U.S. or allied personnel.

b. Schools will tailor law of war training to the skills taught in those schools, commensurate with the duties and responsibilities of persons attending the school.

Chapter 15
Army Modernization Training

15–1. Training categories

Army modernization training is an ongoing process and includes —

a. New equipment training. NET is the development of new skills and knowledge by the unit receiving an item of equipment new to the Army inventory. NET is facilitated by a NET plan that is developed by the materiel developer, coordinated with all concerned MACOMs, and approved by HQDA. It provides dates, times, required training (by military occupational specialty), required resources, and units to be trained. NET plans can only be accessed through the Army Modernization Training Automation System (AMTAS).

b. Displaced equipment training. DET is training on equipment that is being displaced by the Army modernization process and scheduled for transfer to other units. Dependent on the extent of training required, a coordinated DET plan to train users, supporters, and trainers is developed.

c. Doctrine and tactics training (DTT). DTT provides guidance to commanders, staff, leaders, and operators on how to employ the combat capabilities of new or improved materiel or organizations and is a component of NET and DET. Normally, DTT is integrated into the conduct of NET/DET and is provided by the training developer. It is the key to understanding the new equipment and its intended use on the battlefield. Commanders must ensure that cadre attend DTT so that they can most effectively train their subordinates.

d. Sustainment training. Sustainment training is a joint effort by the MACOM, combat/training developer, materiel developer or provider, and DA to ensure that effective training programs exist to sustain unit training. Upon completion of NET/DET/DTT, it is the commander's responsibility to sustain training. The materiel developer/provider or training developer ensure that pertinent training materials are given to unit commanders upon completion of NET by NET teams and of DET by DET teams. NET/DET training materials help units sustain proficiency.

15–2. Planning process

The NET/DET planning process requires careful scheduling to ensure that all training is well–sequenced, adequately resourced, professionally conducted, and fully coordinated to improve the readiness of units. Additional guidance can be found in AR 350–35. DA Pam 350–40 provides detailed information on NET plan development and the operation of AMTAS.

Chapter 16
Joint Airborne/Air Transportability Training Program

16–1. Overview

This chapter establishes policies, objectives, and procedures for Army participation in the Department of Defense Joint Airborne/Air Transportability Training Program.

16–2. Program implementation

a. Office of the Deputy Chief of Staff for Operations and Plans acts as the Army Staff point of contact between the DA Executive Agent for the joint airborne/air transportability program (FORSCOM) and the Joint Chiefs of Staff.

b. FORSCOM —

(1) Identifies requirements and processes requests to HQ Air Mobility Command, ATTN: OOMT, Scott AFB, IL 62225–5001 for JA/ATT missions that support AC and RC assigned to —

(a) CINCs of appropriate CONUS–based unified commands.

(b) Commanders of MACOMs and principal officials of DA agencies in CONUS and Alaska.

(2) Designates a DA validator/focal point for the JA/ATT Program (f below).

(3) Submits consolidated airlift requirements once a year in accordance with CINC, Air Mobility Command instructions. Requirements will be submitted for the first POM year for all Army units assigned to commanders in (1) above.

(4) Participates in and supports the Air Mobility Command Affiliation Program to the maximum extent possible within available resources.

(5) Provides the DA representative at the Semi–annual AMC Affiliation Program Managers Conference.

(6) Forwards joint issues, with appropriate recommendation, to HQDA, ATTN: DAMO–TRS, Pentagon, Wash DC 20310–0450 for resolution.

c. EUSA identifies requirements and processes requests for JA/ATT missions to the Pacific Airlift Management Office (PAMO), HQ Pacific Air Forces (LGT–PAMO), Hickam AFB, HI 96853. (The PAMO manages the JA/ATT Program for Commander, USARPAC.)

d. USAREUR and USARPAC —

(1) Identify requirements and process requests for JA/ATT missions to AMC (OOMT), Scott AFB, IL 62225–5001 with an information copy to HQ FORSCOM (FCJ3–TA), Fort McPherson, GA 30330–6000. USARPAC also provides an information copy to the PAMO, HQ Pacific Air Forces (LGT–PAMO) Hickam AFB, HI 96853.

(2) Provide representation at monthly JA/ATT workshops, as required.

(3) Submit consolidated airlift requirements once a year in accordance with instructions. Requirements will be submitted for the first POM year with an information copy to HQDA (DAMO–TRS), Washington, DC 20310–0450 and HQ FORSCOM (FCJ3–TA), Fort McPherson, GA 30330–6000. (USARPAC will also provide an information copy to the PAMO, HQ Pacific Air Forces (LGT–PAMO), Hickam AFB, HI 96853.)

e. Other MACOMs (except those in USARPAC and USAREUR) and DA agencies identify requirements and process requests for JA/ATT missions to HQ FORSCOM (FCJ3–TA), Fort McPherson, GA 30330–6000 at the monthly JA/ATT workshop.

f. The DA validator/focal point for the JA/ATT Program (b(2) above) —

(1) Reviews all Army JA/ATT requests to ensure compliance with this regulation and appropriate CINC Air Mobility Command guidance.

(2) Provides DA representation at monthly JA/ATT workshops.

(3) Ranks each month's Army JA/ATT mission requests according to priority, performing the action with the CINC Air Mobility Command representative at the monthly JA/ATT workshops.

16–3. Objectives

The objectives of the JA/ATT Program are to —

a. Enhance operational readiness of Army forces through improved joint Air Force and Army training.

b. Practice strategic and tactical airlift planning, air loading, airdrops, air deployment, and assault Air land techniques and procedures.

c. Improve the quality and quantity of airdrop (heavy equipment and personnel) techniques and dirt–assault Air land training.

d. Strengthen the Air Mobility Command Affiliation Program.

16–4. Policy pertaining to JA/ATT missions

a. In planning, requesting, and conducting JA/ATT missions, all MACOMS and DA agencies will comply with the policies contained in this regulation and appropriate CINC Air Mobility Command guidance.

b. The following missions are authorized in the JA/ATT Program:

(1) Airdrop personnel and cargo, to include basic airborne qualification jumps.

(2) Assault Air land operations.

(3) Static load training for units specifically tasked to perform air transportability missions.

(4) Joint development or certification of new and modified equipment or operational procedures.

(5) Combat support training. Examples include flare drops, leaflet drops, unconventional warfare activities, and joint airborne communications and command post employment's.

(6) Other missions as agreed to by CINC Air Mobility Command and the supported commander.

c. The following missions are not authorized under the JA/ATT Program:

(1) Unilateral Army training using airlift primarily as a mode of transportation from one location to another.

(2) Point–to–point air transportation not involving airdrop, assault Air land, or air transportability training.

d. Transportation of personnel and equipment to and from combat training centers or sites will be programmed, budgeted, and paid for as a transportation requirement and not under the JA/ATT Program. Procedures for requesting a Special Assignment Airlift Mission for transportation purposes are in AR 59–8.

e. Requests for commercial transportation will not be submitted unless all actions to obtain military airlift are terminated.

16–5. Procedures for requesting JA/ATT mission aircraft

a. CINC Air Mobility Command Operation Order 17–76 describes the JA/ATT planning cycle and contains detailed procedures for requesting JA/ATT missions. In the event of crisis or conflict, CINC Air Mobility Command procedures take precedence over the procedures in this paragraph.

b. JA/ATT mission requests must meet the intent of joint training (para 16–4b) and the training objectives of the submitting command or agency.

c. JA/ATT mission planning should accommodate maximum event training for both Army forces and Air Mobility Command airlift crews. When possible, JA/ATT mission training requirements should be consolidated as much as possible to maximize use of available Air Force JA/ATT flying hours and conserve Army unit training time and funds.

d. Austere and realistic operating conditions should be imposed or simulated for JA/ATT missions. Minimum airlift control element (ALCE) support will be used. Combat tactics and methods of operation will be stressed, consistent with safety and peacetime restrictions.

e. JA/ATT mission requests should be submitted to HQ FORSCOM (FCJ3–TA), Fort McPherson, GA 30330–6000. Missions may be scheduled after the JA/ATT workshop using the format guidance shown at figure 16–1.

f. Attendance at JA/ATT workshops is limited to one representative per TRADOC school, division, separate SOF unit, or other separate activity. Due to the quantity of mission requests, XVIII Airborne Corps and 82nd Airborne Division are limited to two representatives each. No unit will send representatives to the conference to process less than three requests. In such cases, missions should be handled as shown below, in priority order. Exceptions to this guidance will require approval from FORSCOM JA/ATT office, FCJ3–TA on a case–by–case basis. Persons not authorized will be denied entry.

(1) Higher headquarters representative.

(2) Adjacent/collocated unit representative.

(3) FORSCOM JA/ATT office.

g. Firm JA/ATT requirements should be verified by the command representatives and validated by the DA validator/focal point (para 16–2b(2) and 2f) at the monthly Air Mobility Command JA/ATT workshop. Scheduling of the workshop should take place about 45 days before the first day of the month in which the mission will take place. HQ Air Mobility Command (OOMT) will schedule and chair these monthly workshops.

h. HQ Air Mobility Command (OOMT) will determine flying hour and airframe capability to meet monthly requirements. When JA/ATT requests exceed the available capability, the JCS airlift priority system will determine support (JCS Pub 15, sec IV, para 3e(2)(f)). When excess requirements are of equal priority, the joint training benefit of the requested missions will determine selection. The DA validator/focal point will act for DA in this process. If the issue is unresolved and sent by CINC Air Mobility Command to the JCS for resolution, Commander, FORSCOM will inform HQDA (DAMO–TRS), WASH DC 20310–0450.

i. CINC Air Mobility Command is the final approval authority for JA/ATT missions. CINC Air Mobility Command will publish approved JA/ATT mission taskings on a monthly basis as appendix 1 to annex C to CINC Air Mobility Command Operations Order 17–76. Distribution of mission taskings will take place about 30 days before the first day of the month in which the mission is required.

16–6. Annual JA/ATT flying hour requirements

a. Annual JA/ATT flying hour requirements for the first POM year are forecasted, justified, and submitted by MACOMs per this regulation and CINC Air Mobility Command instructions. Copies of the requirements will be furnished to HQ FORSCOM (FCJ3–TA), Fort McPherson, GA 30330–6000.

b. These requirements and other Service submissions to CINC Air Mobility Command provide the basis for the Air Force JA/ATT funding program.

c. JA/ATT requirements have usually exceeded available flying hours. Therefore, annual MACOM forecasts of requirements must provide for unit readiness impact assessments. These assessments serve as a basis for overall increases in the funded level of the Air Force JA/ATT flying hour program.

d. After submission of requirements, CINC Air Mobility Command hosts an Annual JA/ATT World–Wide Requirements Conference to discuss flying hour requirements and related issues. FORSCOM provides the Army representative at this conference and informs HQDA (DAMO–TRO) WASH DC 20310–0450 of any unresolved issues. MACOM representatives who have submitted requirements directly to CINC Air Mobility Command also attend.

16–7. Air Mobility Command Affiliation Program

a. The Air Mobility Command Affiliation Program —

(1) Promotes mutual understanding of joint mobility requirements.

(2) Fosters professional management of associated assets.

(3) Establishes direct liaison between —

(a) HQ Air Mobility Command and HQ FORSCOM.

(b) CONUS–based numbered Air Forces and FORSCOM corps, divisions, and other nondivisional units.

(c) Air Mobility Command overseas airlift divisions and the respective Army overseas commands, corps, and divisions.

b. The liaison established at the working level promotes mutual understanding through staff visits, staff seminars, formal classroom training, and participation in JCS exercises (AR 350–28) and JA/ATT missions.

c. An affiliation relationship between an Air Mobility Command unit and a specifically designated Army unit results in improved joint training opportunities. The mission, size, attrition rate, combat readiness, and contingency commitments of the affiliated units dictate the frequency of training.

d. Each Army unit will be assigned to one of the affiliation categories — either Type I, II, III, IV, or V. Designation of a type category does not necessarily indicate the unit's commitment to contingency requirements. It shows the frequency and type of training the unit needs to maintain its deployment capability in support of those commitments. The affiliation category types are as follows:

(1) *Type I.* Command and staff orientation visits take place yearly and upon change of command. Quarterly affiliation training is authorized. Consideration of special training needs occurs when requested.

(2) *Type II.* Command or staff orientation visits take place yearly and upon change of command. Semi–annual affiliation training is authorized. Consideration of special training needs occurs when requested.

(3) *Type III.* Command or staff orientation visits take place upon initiation of affiliation and thereafter as appropriate. Yearly training is authorized. Special training needs are considered upon request.

(4) *Type IV.* Command or staff orientation visits take place upon initiation of affiliation and thereafter as appropriate. Affiliation training is authorized only when the unit is scheduled to participate in known operations. The approval authority is the appropriate CONUS–based numbered Air Force or overseas airlift division, as appropriate.

(5) *Type V.* Command or staff orientation visits are conducted yearly and upon change of command. This category applies only to units affiliated with a CONUS–based numbered Air Force or an overseas airlift division.

e. Even though Air Mobility Command separates the Affiliation Program from the JA/ATT program, one closely complements the other. Most affiliation training activities should take place in conjunction with scheduled JA/ATT missions.

f. An outline of suggested Affiliation Program activities should include the following actions:

(1) Requests for new affiliations at any level should be initiated by Army unit commanders and sent through command channels to the MACOM commander. Each requesting Army unit commander should identify a single point of contact by name, office symbol and Defense Switched Network (DSN) number. After review, the MACOM commander should forward the affiliation request to HQ Air Mobility Command (XOCOM), Scott AFB, IL 62225–5001, with a recommended affiliation category (d above).

(2) HQ Air Mobility Command (XOCOM) will forward affiliation requests to the appropriate CONUS–based numbered Air Force or overseas airlift division. Approval of new affiliations will be sent to the Army unit commander by an introductory letter from the affiliated Air Mobility Command unit commander.

(3) Formal contact through the command sections of the respective affiliated units should follow the introductory letter to establish dates for command exchange visits.

(4) Following the command exchange visits, command staff visits should take place on a yearly basis after a change in command.

(5) Scheduling of future joint unit activities should occur during command exchange visits. These activities should include staff orientation briefings, planning seminars, and classroom training.

(6) Classroom training should provide a forum for the exchange of information in an informal, working level environment. Classroom training should include instruction on how to teach unit movement officers and supervisory personnel how to plan and carry out a joint airlift operation.

(7) Army personnel attending the Air load Planners Course should be on orders as unit movement officers or noncommissioned officers. Minimum grade is staff sergeant, and personnel selected should have at least 1 year remaining with the unit.

(8) Army unit training and orientation briefings should be provided for affiliated Air Force personnel when possible.

(9) Each Air Mobility Command airlift wing or unit charged with an active Affiliation Program will host an annual conference with representatives of Army and other service units.

(10) CINC Air Mobility Command will host a semi–annual Air Mobility Command Affiliation Program Managers Conference. Representatives from participating affiliated units should attend. The purpose of the conference is to discuss and resolve problems within the affiliation program. Commander, FORSCOM will provide the DA representative at this conference (para 16–2b(5)).

g. The MACOM commanders determine the extent to which their commands will participate in the Air Mobility Command Affiliation Program.

TO: CDR
FORSCOM FT MCPHERSON GA//FCJE–TA//

INFO: HQ AIR MOBILITY COMMAND SCOTT AFB IL//DOOMT//
(Other "info" addresses may be included by requesting command or agency. USAREUR and USARPAC may reverse the "TO" and "info" addresses.)

A. CINC AIR MOBILITY COMMAND OPORD 17–76, ANNEX C

SUBJECT: JA/ATT REQUEST FOR (insert month)

Figure 16-1. Message format guidance for JA/ATT requests—Continued

---

AR 350–41 • 19 March 1993

1. FIRST MISSION

   a. (State requesting unit)

   b. (Give date, initial pick–up time (Zulu), and on load location)

   c. (Provide the date, time (Zulu), and other off load airfield, drop zone, or landing zone.)

   d. (State type of aircraft desired and number of sirties. For example,"three personnel drops C–30.")

   e. (Give the purpose of mission by name. Examples include flare drops, leaflet drops, unconventional warfare activities, static loading, emergency deployment readiness exercises, field training exercises, and joint airborne communications and command post employment's.)

   f. (Give additional flare drop guidance; See CINC Air Mobility Command Operation Order 17–76, annex C.)

   g. Contact: (List name, title, and DSN or commercial duty and nonduty members.)

   h. Remarks: (Include alternate dates of operation, weather day requests, special crew qualifications required, and hazardous materials certification. When requesting static load aircraft, the requesting unit must indicate if coordination with its affiliated ALCE has been accomplished. A request for EDRE support must identify the requirement for an ALCE loadmaster to participate in static loading. Static load missions will not be allowed unless the mission supports an Air Mobility Command Affiliation Program activity or an approved EDRE.)

2. SECOND MISSION.
(Use the format listed for the first mission. If more missions are to be listed in the request, use the same format.)

NOTE: This message contains guidance only. The format may be altered as needed for specific missions, but all information must be included.

Figure 16-1. Message format guidance for JA/ATT requests

Chapter 17
Amphibious Training

17–1. Overview
This chapter establishes Department of the Army amphibious training policies and objectives. Department of the Army policy is to organize, equip (in coordination with the other Services), and train Army forces to participate in joint amphibious operations in accordance with established doctrine.

17–2. Objectives
Department of the Army amphibious training objectives are as follows:

a. Train appropriate Active and Reserve Component personnel in joint amphibious operations in order to —
(1) Maintain a capability to conduct amphibious operations.
(2) Maintain a pool of officers and key enlisted specialists trained in amphibious techniques and operations.

b. Familiarize AC and RC units with the techniques and procedures of amphibious operations peculiar to each unit's organization and mission.

c. When not provided for in JCS publications, establish a system to coordinate, develop, and test doctrine, tactics, techniques, and equipment needed for Army amphibious operations.

d. Provide Army participation, including RC units, in joint planning, development, testing, and training with the U.S. Navy and Marine Corps.

17–3. Program implementation
a. FORSCOM ensures the availability of trained units to develop and test Army organization, equipment, and doctrine for the accomplishment of amphibious operations.

b. Major Army commands conduct amphibious training within their commands as required to support operational and contingency missions.

c. TRADOC, in coordination with the U.S. Navy and Marine Corps, formulates, develops, recommends, and documents new or improved concepts, organizations, doctrine, and materiel requirements for amphibious operations which are peculiar to Army needs and which are not provided for in JCS publications. In addition, TRADOC maintains a pool of officers and key enlisted specialists trained in amphibious planning techniques.

17–4. Conduct of training
Amphibious training is divided into four phases:

a. Phase I — Training of individuals at naval amphibious schools. Individuals from selected units attend amphibious courses conducted by the U.S. Navy and Marine Corps when such courses are available. Individuals designated to attend these courses should occupy positions in their units which require knowledge of specialized activities in amphibious operations.

b. Phase II — Training at home station. Units conduct training consistent with operational and contingency missions and equipment and training facilities available.

c. Phase III — Shore–based and elementary ship–based training at amphibious training sites. Selected units move to amphibious training sites to conduct training which cannot be accomplished readily at the home station. Training at the site should consist of embarkation, debarkation, loading of equipment and supplies, ship–to–shore movement, landing exercises, and beach support operations. Afloat training will be conducted as required to further enhance proficiency in amphibious operations.

d. Phase IV — Joint amphibious exercises. Joint amphibious exercises will be conducted as directed by unified commanders or the Joint Chiefs of Staff.

17–5. Coordination
Direct coordination between MACOMs and the other Services is authorized and encouraged. Maximum use will be made of the facilities and developments of the Navy and Marine Corps. The following criteria apply:

a. As far as practical, units will conduct their own amphibious training.

b. If formal training by subject matter experts is warranted, maximum use will be made of amphibious courses conducted by the Navy and Marine Corps.

c. Consideration will be given to mutual support between AC and RC units in the conduct of amphibious training.

17–6. Fleet support requirements
MACOMs will submit requirements for fleet support directly to the supporting fleet Commander and Chief, Attention: N–3.

Chapter 18
Post–Mobilization Training

18–1. Overview
a. Post–mobilization training is used to complete training on critical tasks not trained during pre–mobilization training and to validate a unit for deployment. During peacetime, the unit commander and the immediate wartime commander distinguish critical mission essential tasks which will be trained during pre–mobilization and post–mobilization. The goal for Reserve units is to be trained on all pre–mobilization tasks prior to mobilization.

b. Upon the unit's arrival at the mobilization station, the mobilization station commander will assess unit proficiency in mission essential tasks identified for pre–mobilization training. Unit commanders, in coordination with mobilization station commanders, then plan training to address deficiencies identified in the assessment and to address mission essential tasks deferred to post–mobilization training. The unit commander, assisted by a mobilization assistance team, then takes the unit through appropriate post–mobilization training. The exact training will vary among units depending on the pre–mobilization deficiencies identified during assessment and the training plan developed for post–mobilization training. Training may include CTT/MOS tasks that contribute to collective task accomplishment.

c. The unit commander plans and executes training. The mobilization station commander provides facilities and resources for conducting post–mobilization training. Reserve Component commanders must consider and plan for the conduct of training after mobilization and before deployment. Post–mobilization training time is used to train on tasks deferred to post–mobilization, as identified in the annual input to the FORSCOM Mobilization and Planning System (FORMDEPS). Reserve units should arrive at the post–mobilization station trained at the required level to enable them to immediately train on tasks deferred to post–mobilization. As needed, post–mobilization training corrects deficiencies in tasks not deferred to post–mobilization training. Based upon ODCSOPS guidance, post–mobilization training time may be used to enhance or sustain unit capabilities.

18–2. Post–mobilization training tasks
a. Proficiency on pre–mobilization tasks is critical to supporting post–mobilization training. The objective of pre–mobilization training is to establish a level of proficiency that provides the foundation for execution of the post–mobilization plan culminating in validation for deployment. Pre–mobilization training concentrates on training to standard on a select number of critical mission essential tasks. Focus may be on squad/crew/platoon level proficiency for specific tasks, depending upon the training guidance provided by the next higher wartime commander. Pre–mobilization tasks provide the foundation for higher level unit training during post–mobilization.

b. The unit and next higher wartime commander identify tasks to be trained after mobilization. Post–mobilization training tasks are provided in FORMDEPS.

18–3. Required mobilization exercises
The DA required mobilization exercises are as follows:

a. Limited notice 200K presidential call–up exercise. This exercise occurs annually for a selected portion of the 200K force package. It focuses on home station activities.

b. Mobilization station surge exercise. Conducted annually, the purpose of this exercise is to surge the mobilization station with its full complement of mobilizing units. Occurring at the peak of the mobilization period, it tests the mobilization station on its capability to sustain operations during a high stress phase.

c. Mobilization station CPX. The mobilization station CPX provides the mobilization station commander and staff an opportunity to exercise and review mobilization policies and procedures.

18–4. Post–mobilization training and support requirements
a. Mobilization Planning. Virtually all units will require additional resources upon mobilization to complete preparation for their wartime mission. The mobilization planning system provides for annual calculation of resources needed by mobilizing units and includes the planning necessary to ensure the resources will be available at mobilization stations. Commanders, down to battalion or separate company or detachment level, will establish and maintain post–mobilization training and support requirements in accordance with FORMDEPS. Post–mobilization training and support requirements include ranges, ground maneuver areas, training ammunition, and additional training assistance as needed.

b. Mobilization training advice. The National Guard Bureau sponsored mobilization and deployment readiness exercise (MODRE) provides an excellent vehicle for phases I, II, and III evaluation. It may serve as a model for requesting administrative, logistical, and movement support. CONUSAs and their field operating agencies (readiness groups), mobilization stations, support installations, Major U.S. Army Reserve Commands, and State area commands will support Reserve Component units with resources to ensure realistic preparation for mobilization and deployment. See appendix B of this regulation for additional information on resources to support training. Guidance is also contained in FM 25–5.

c. Home station activities. RC units must list all critical administrative and logistical activities (and individual and collective training, if time permits) covering the period spent at home station. This list is expanded into a training schedule (phase III).

Appendix A
References

Section I
Required Publications

AR 10–87
Major Army Commands in the Continental United States. (Cited in paras 2–16a, 2–17a, 2–18a, 2–19a, 2–21, 2–22a, 2–24b, 2–25a, 2–26, and 2–27a.)

AR 11–30
CAPSTONE Program. (Cited in paras 2–17g, 2–18c, 2–19j, 2–20f, and 2–27f.)

AR 12–15
Joint Security Assistance Training (JSAT) Regulation. (Cited in para 4–2f.)

AR 20–1
Inspector General Activities and Procedures. (Cited in para 2–15b.)

AR 40–25
Nutritional Allowances: Standards and Education. (Cited in para 9–2f(7)(d).)

AR 40–501
Standards of Medical Fitness. (Cited in paras 9–5c and 9–5d.)

AR 140–1
Army Reserve Mission, Organization and Training. (Cited in paras 2–17a, 2–19a, 2–22a, 2–25a, 2–27a, and 2–29.)

AR 190–11
Physical Security of Arms, Ammunition and Explosives. (Cited in para 10–2e(6).)

AR 200–1
Environmental Protection and Enhancement. (Cited in para 2–32g.)

AR 200–2
Environmental Effects of Army Actions. (Cited in para 3–8e.)

AR 215–1
Administration of Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in paras 9–2f(7)(a) and 9–11b.)

AR 350–1
Army Training. (Cited in paras 1–1, 2–14c, 2–16a, 2–17a, 2–18a, 2–19a, 2–20a, 2–21, 2–22a, 2–24b, 2–25a, 2–26, 2–27a, 2–28, and 2–29.)

AR 350–2
Opposing Force Program. (Cited in paras 2–7b, 2–19l, and 2–25c.)

AR 350–3
Tactical Intelligence Readiness Training (REDTRAIN). (Cited in paras 2–7d and 2–25b.)

AR 350–9
Oversea Deployment Training (ODT). (Cited in paras 2–17f, 2–18h, 2–20e, 2–22f, 2–24d, and 2–27e.)

AR 350–17
Noncommissioned Officer Development Program. (Cited in para 6–2c.)

AR 350–28
Army Exercises. (Cited in paras 2–17d, 2–18d, 2–19k, 2–20c, 2–22e, 2–27c, and 16–7b.)

AR 350–30
Code of Conduct/Survival, Evasion, Resistance, and Escape (SERE) Training. (Cited in paras 13–2 and 13–5a(1).)

AR 350–35
Army Modernization Training. (Cited in paras 2–9d, 2–16b, 2–17e, 2–19i, 2–20d, 2–22d, 2–27d, and 15–2.)

AR 351–1
Individual Military Education and Training. (Cited in paras 1–1, 2–19a, 10–2f(1), and 11–5b.)

AR 600–8–2
Suspension of Favorable Personnel Actions (Flags). (Cited in para 9–8b(4).)

AR 600–9
The Army Weight Control Program. (Cited in paras 9–2f(7)(b), 9–3g, 9–5e, and 9–8b(15).)

AR 600–50
Standards of Conduct for Department of the Army Personnel. (Cited in para 8–3c(9).)

AR 600–63
Army Health Promotion. (Cited in para 9–2f(7)(e).)

AR 600–85
Alcohol and Drug Abuse Prevention and Control Program. (Cited in para 9–2f(7)(c).)

AR 601–280
Total Army Retention Program. (Cited in para 9–9b.)

AR 635–100
Officer Personnel. (Cited in para 9–9b.)

AR 635–200
Enlisted Personnel. (Cited in para 9–9b.)

AR 640–2–1
Personnel Qualification Records. (Cited in para 10–8a.)

AR 640–10
Individual Military Personnel Records. (Cited in para 12–5a.)

AR 672–5–1
Military Awards. (Cited in paras 9–9a and 10–6a.)

CTA 50–900
Clothing and Individual Equipment. (Cited in para 9–12a.)

DA Pam 350–15
Commander's Handbook on Physical Fitness. (Cited in para 9–6j.)

DA Pam 350–18
The Individual's Handbook on Physical Fitness. (Cited in para 9–6j.)

DA Pam 350–21
Family Fitness Handbook. (Cited in para 9–6j.)

DA Pam 350–22
You and Army Physical Fitness Test (APFT). (Cited in para 9–6j.)

DA Pam 350–38
Standards in Weapon Training. (Cited in paras 2–31j(5), 2–32p(5), 10–2a, 10–2e(4), 10–3a, 10–4a, and 11–6d.)

DA Pam 350–39
Standards in Weapons Training (Special Operations Forces). (Cited in paras 2–31j(5), 2–32p(5), 10–2a, 10–2e(4), 10–3a, 10–4a, and 11–6d.)

DA Pam 351–20
Army Correspondence Course Program Catalog. (Cited in para 12–2f(3).)

FM 3–3
NBC Contamination Avoidance. (Cited in para 11–6e(1).)

FM 3–5
NBC Decontamination. (Cited in para 11–6e(3).)

FM 21–20
Physical Training (PT). (Cited in paras 9–4b, 9–4c, 9–4d, 9–6b, 9–6e, 9–6g, 9–6h, 9–6i, 9–6j, 9–7a, 9–8b(3), 9–10a, 9–10e, and 9–11a.)

FM 25–5
Training for Mobilization and War. (Cited in para 18–4b.)

FM 25–100
Training the Force. (Cited in paras 2–31j(1), 3–7a, 5–1, and 6–2a(3).)

FM 25–101
Battle Focused Training. (Cited in paras 2–31j(1), 2–32p(1), 3–8d, 5–6c, and 6–2c.)

NGR 350–1
Training. (Cited in paras 2–18a, 2–22a, and 2–28.)

Section II
Related Publications

AR 27–10
Military Justice

AR 34–4
Army Standardization Policy

AR 40–3
Medical, Dental, and Veterinary Care

AR 40–5
Preventive Medicine

AR 50–5
Nuclear and Chemical Weapons Materiel – Nuclear Surety

AR 50–6
Nuclear and Chemical Weapons and Materiel, Chemical Surety

AR 59–8
Department of Defense (DOD) Common User Airlift

AR 59–9
Special Assignment Airlift Mission Requirements

AR 95–3
General Provisions, Training, Standardization, and Resource Management

AR 130–5
Organization and Functions of National Guard Bureau

AR 190–52
Countering Terrorism and Other Major Disruptions on Military Installations

AR 335–15
Management Information Control System

AR 350–6
Army-Wide Small Arms Competitive Marksmanship.

AR 350–7
Training and Evaluation of Forces for Civil Disturbances

AR 350–10
Management of Army Individual Training Requirements and Resources

AR 350–20
Management of the Defense Foreign Language Program

AR 350–21
Instruction in Benefits of an Honorable Discharge

AR 350–38
Training Devices: Policies and Procedures

AR 350–50
Combat Training Center Program

AR 360–5
Army Public Affairs, Public Information

AR 360–81
Command Information Program

AR 380–5
Department of the Army Information Security Program

AR 380–19
Information Systems Security

AR 381–12
Subversion and Espionage Directed Against US Army (SAEDA)

AR 385–9
Safety Requirements for Military Lasers

AR 385–10
Army Safety Program

AR 385–15
Water Safety

AR 385–55
Prevention of Motor Vehicle Accidents

AR 385–62
Requirements for Firing Guided Missiles and Heavy Rockets for Training, Target Practice and Combat

AR 385–63
Policies and Procedures for Firing Ammunition for Training, Target Practice, and Combat

AR 530–1
Operations Security (OPSEC)

AR 600–20
Army Command Policy

AR 600–100
Army Leadership

AR 608–99
Family Support, Child Custody, and Paternity

AR 621–5
Army Continuing Education System (ACES)

AR 640–15
Criteria for Insuring the Competency of Personnel to Install, Maintain, and Repair Communications Security Equipment

AR 670–1
Wear and Appearance of Army Uniform and Insignia.

AR 690–400
Employee Performance and Utilization

AR 690–950
Career Management

DA Pam 350–9
Index and Description of Army Training Devices

DA Pam 350–37
Handbook for Administration of the Individual Training and Evaluation Program

DA Pam 350–40
Army Modernization Training Plans for New and Displaced Equipment

DA Pam 350–100
Extension Training Materials Consolidated MOS Catalog

DA Pam 351–20
The Army Correspondence Course Program Catalogue

FM 3–4
NBC Protection

FM 3–50
Smoke Operations

FM 3–100
Employment of Chemical Agents

FM 8–230
Medical Specialist

FM 21–10
Field Hygiene and Sanitation

FM 21–11
First Aid for Soldiers

FM 21–76
Survival

(C) FM 21–78
Resistance and Escape (U)

FM 22–100
Military Leadership

FM 23–9
M16A1 Rifle and Rifle Marksmanship

FM 25–4
How to Conduct Training Exercises

FM 27–10
The Law of Land Warfare

FM 100–5
Operations

FM 100–50
Operations for Nuclear Capable Units

FM 101–5
Staff Organizations and Operations

FORSCOM/ARNG Regulation 350–2
Reserve Component Training (Copies can be obtained from CG, FORSCOM, ATTN: FCJ6-OAP, Ft McPherson, GA 30330–6000.)

FORSCOM Reg 350–4
Training Under CAPSTONE

JCS Pub 15
Mobility System; Policies, Procedures, and Considerations

STP 21–1–SMCT
Soldier's Manual of Common Tasks

STP 21–24–SMCT
Soldier's Manual of Common Tasks — Skill Level 2-4

TC 1–210
Aircrew Training Program Commander's Guide to Individual and Crew Training

TM 8–285
Treatment of Chemical Agent and Conventional Military Chemical Injuries

Section III
Prescribed Forms
There are no entries in this section.

Section IV
Referenced Forms

DA Form 2
Personnel Qualification Record—Part I

DA Form 2–1
Personnel Qualification Record—Part II

DA Form 705
Physical Fitness Test Score Card

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 3479–R
Air Traffic Control Training and Proficiency Record

DA Form 5164–R
Hands-On Evaluation

DD Form 1435
Cryptographic Maintenance Training and Experience Records

Appendix B
Required Training

B–1. Common military training
   a. The CMT program identifies selected DA training requirements considered essential to individual or unit readiness. Unit training programs will incorporate these requirements.
   b. MACOM commanders have a degree of latitude in adding to, or emphasizing, certain training requirements; however, care should be taken not to degrade METL-focused training.

c. Successful CMT programs are measured by performance to standard, not adherence to rosters or hours scheduled.

B–2. Modifications to CMT

New regulations or other directives which include training requirements must be approved by DCSOPS. Regulations will identify specific soldier performance tasks and field performance conditions and standards. Regulations will also specify who will receive the training. As a general practice, new and additional training requirements should be incorporated into soldier's manuals, drills, or MTPs rather than directing more, different, or alternative requirements for CMT. Submit requests for CMT requirements to HQDA, ATTN: DAMO-TRO, Pentagon, Wash DC 20310–0450. Include in requests the training objective for the CMT requirement, why the task should be established as a requirement, who must perform the task, implementing directions, and an assessment for required resources.

B–3. CMT codes and examples

a. Table B–1 lists CMT subjects for training in units. Table B–2 lists CMT subjects for training in Army schools. One or more training codes is applied to each subject. The codes are defined as program (P), mission (M), time sensitive (T), integrated (I), refresher (R), and awareness (A). Program and mission subjects have specific requirements for training and record keeping as prescribed in appropriate regulations. All other subjects require training only if the subjects relate to the unit's mission essential tasks. Unless otherwise directed by regulation, the training schedule is sufficient to indicate compliance. Records of attendance at training events are not required.

b. An explanation of each code and the amount of emphasis to be placed on specific subjects is listed in paragraphs a through l below. Where more than one code is used, commanders must determine the appropriate application. Codes and examples are as follows:

(1) *Program (P) training codes.* Program training applies to the majority of soldiers and is conducted in a structured manner as follows:

(a) A CMT subject coded "P" for training in schools is programmed. The training has the prescribed number of hours, specific learning objectives, and an evaluation of proficiency.

(b) A CMT coded "P" for training in units is conducted on a continuing or cyclical basis and includes an evaluation of proficiency.

(c) Weapons qualification, physical fitness training, operations security (OPSEC), and Subversion and Espionage Directed Against U.S. Army and Deliberate Security Violations (SAEDA) are the only CMT subjects given a code "P" under "training in units." Where units do not have weapons, training is discretionary based on the commander's ability to obtain weapons from other units.

(2) *Program training examples.*

(a) Example 1. The first aid lesson plan for initial entry training itemizes the material in optimum teaching sequence. The POI lists the critical tasks taught and the length of each specific lesson in the course. The soldier's ability to perform the lesson objectives is evaluated by test performance.

(b) Example 2. SAEDA and deliberate security violations are additional examples of program training. Commanders provide qualified counterintelligence personnel or unit security officers to present SAEDA briefings.

(3) *Mission (M) training code.* Mission training applies only to TOE and TDA units with special missions, weapons, equipment, or capabilities as required by regulation or an associated operation plan. Mission training depends on the unit's mission.

(4) *Mission training examples.*

(a) Example 1. Nuclear surety training is required for units and command and control elements at battalion, brigade, division, and corps levels that possess an organic nuclear weapons capability or are involved in targeting and employment of such weapons. This example also applies to units responsible for the physical security, maintenance, or transport of nuclear weapons.

(b) Example 2. Civil disturbance training applies to units with contingency missions requiring response to domestic or foreign civil disturbances.

(5) *Time sensitive (T) code.* Time sensitive training must be completed within or at a specific time interval.

(6) *Time sensitive examples.*

(a) Example 1, counterterrorism training. All personnel traveling overseas in a PCS, temporary duty, or leave status to an area where they may be vulnerable to terrorist acts will be briefed (orally and in writing) on the current threat.

(b) Example 2, military justice. Recent graduates from IET must be given course B upon the completion of 6 months of active service.

(c) Example 3, alcohol and drug abuse. Newly assigned personnel are provided an orientation on local policies and laws pertaining to alcohol and drug abuse.

(d) Example 4, personal financial readiness. Newly assigned personnel who are not on SURE-PAY must be given SURE-PAY conversion training.

(7) *Integrated (I) code.* Integrated training is expected to be conducted with other training, to include tasks listed in mission training plans, MQS manuals, and soldier's manuals. The effectiveness of this training is evaluated by how well soldiers perform. These subjects do not usually appear on the training schedule as separate entries and depend on the commander's evaluation of need.

(8) *Integrated training examples.*

(a) Example 1. Opposing force training is accomplished by scenario design that replicates the doctrine, tactics, and equipment of a designated aggressor during CPXs, FTXs, tests, drills, and external evaluations. Individual tactical training for all soldiers routinely includes instruction in the characteristics and techniques of potential enemy soldiers, vehicles, and weapons.

(b) Example 2. Prevention of motor vehicle accident training is inherent in vehicle and equipment operator training. Supervisors of vehicle and equipment operators should emphasize key safety features just prior to and during tactical exercises.

(9) *Refresher (R) training code.* Refresher training is used when periodic or recurring emphasis is required. This type of training depends on the local situation and the commander's assessment of need. In some instances, refresher training is needed to reinforce or review important skills or knowledge acquired during IET. In other cases, refresher training is designed to support unit cohesion, discipline and morale. The lack of any one of these three factors can adversely affect the command climate and unit readiness and, therefore, mission accomplishment. Refresher training frequency is left to the commander's discretion.

(10) *Refresher training examples.*

(a) Example 1, personal finance readiness. A commander identifies certain soldiers who are having difficulty with bad checks or have had check cashing privileges suspended and schedules checkbook maintenance classes for those individuals.

(b) Example 2, alcohol and drug abuse. Accidents attributed to driving while intoxicated have increased. The unit conducts an education and training program to counter this trend.

(c) Example 3, intelligence readiness training. Selected personnel assigned to tactical intelligence units require intelligence readiness training to maintain or enhance their technical or language skills.

(11) *Awareness (A) training code.* Awareness training generally is not critical task-based and can be accomplished by briefings and orientations designed to increase knowledge and awareness in subject areas. How and when this training is conducted is discretionary and depends on the commander's evaluation of need. Maximum decentralization is encouraged.

(12) *Awareness training examples.*

(a) Example 1, morale and ethics development. A battalion commander is concerned about the mounting level of petty crime within the unit, mostly in the form of thefts from soldier's rooms. In addition to more stringent security measures, the commander decides to conduct a series of squad and section-level discussions in ethics, morality, peer relationships, and factors affecting unit morale.

(b) Example 2, counterterrorism training. Protection of Army

personnel and dependents stationed abroad requires special emphasis. Commander provides training, information, and assistance based on mission and threat evaluation.

Table B–1
Common military training in units

Subject	AR	Proponent	Enlisted	Officer
Weapons Qualifications	350–41	DCSOPS	P	P
Physical Fitness	350–41	DCSOPS	P	P
SAEDA	381–12	ACSL	P	P
Nuclear Surety	50–5	DCSOPS	M	M
Chemical Surety	50–6	DCSOPS	M	M
REDTRAIN	350–3	ACSL	M	M
Civil Disturbance	350–7	DCSOPS	M	M
Water Safety	385–15	DCSPER	M	M
Electronics Security	380–19	ACSL	M, I	M, I
Counterterrorism	525–13	DCSPER	A, T	A, T
Leadership	600–100	DCSPER	I	I
Military Justice	27–10	TJAG	R, T	R
Alcohol and Drug Abuse	600–85	DCSPER	T, R	T, R
First Aid	40–3	TSG	I	I
Heat, Cold, and Hearing Injury Prevention	40–5	TSG	I	I
NBC Training	350–41	DCSOPS	I	I
Opposing Force	350–2	ACSL	I	I
Prevention of Motor Vehicular Accidents	385–55	DCSPER	I	I
Operations Security	530–1	DCSOPS	I, P	I, P
Benefits of an Honorable Discharge	350–21	MILPERCEN	R	R
Code of Conduct/SERE	350–41	DCSOPS	M, R, I	M, R, I
Law of War	350–41	TJAG/SA	R	R
Equal Opportunity/Sexual Harassment	600–20	DSCPER	R	R
Health Benefits Awareness	40–3	TSG	A	A
Command Info Program	360–81	OCPA	A	A
Support of Family Members	608–99	DCSPER	A	A
Army Safety Program	385–10, 385–55, 385–62, 385–63	DSCPER	A	A

Legend for Table B-1:
Training codes are as follows:
 P—Program = Periodic requirements for all units.
 M—Mission = Periodic requirements for certain units, depending on unit METL.
 T—Time sensitive = Training required within a reasonable period before an event or exercise.
 I—Integrated = To be integrated with other unit training. Not intended as stand-alone training events.
 A—Awareness = Does not assume training in schools, but does require command emphasis.
 R—Refresher = Assumes trained to standard in schools, but requires occasional review to sustain training level for all soldiers.

Table B–2
Common training in Army Schools

Subject	AR	BCT OSUT	AIT/ OSUT	PLDC	BNCOC	AN-COC	SMC	Func-tional	OBC/ WOCS	OAC/ SWOT	CAS3	CGSOC/ MWOC
PHYSICAL READINESS:												
Alcohol/Drug Abuse	600–63	P	R	A	A	A	P	A [1]	P	P	P	P
Battlefield Stress		–	–	I	I	I	I	–	–	–	–	–
Health Benefits Awareness	600–63	P	A	A	A	A	A	A	A	A	A	A
Physical Fitness Awareness	351–1	P	P	P	P	P	P	P	P	P	P	P
Suicide Prevention	600–63	A	A	I	I	I	I	R [1]	–	–	–	–
Tobacco Usage	600–63	A	A	A	A	A	A	–	–	–	–	–
WEAPONS TRAINING:	351–1	P	–	P	P	P	–	–	P	–	–	–
LEGAL:												
Benefits of Honorable Discharge	350–21	I	–	–	–	–	–	–	–	–	–	–
Code of Conduct/SERE	350–30	P	–	–	–	–	–	–	P	R	R	–
Equal Op/Sexual Harass	600–20	P	–	P	P	P	P	P [1]	A	A	A	A
Law of War	351–1	P	–	–	–	P	P	–	P	P	P	P
Information Security/SAEDA	381–12	P	–	–	–	–	–	–	P	P	P	R
Military Justice	27–10	P	–	–	–	P	P	–	A	A	A	A

Subject	AR	BCT OSUT	AIT/ OSUT	PLDC	BNCOC	AN-COC	SMC	Func-tional	OBC/ WOCS	OAC/ SWOT	CAS3	CGSOC/ MWOC
Standards of Conduct	600–50	P	–	–	–	R	R	–	P	–	–	R
SAFETY IN TRAINING:												
Ammo Acnt., Safety, Security		I	–	A	I	I	–	–	–	–		
Directed Energy Warfare		I	I	I	I	I	–	([2])	–	–	–	–
Electromagnetic Env Effects		–	I	I	I	I	I	–	–	–	–	–
Heat/Cold/Hearing Injury Prev	40–5	P	I	I	I	I	I	I	I	I	I	I
Training Safety	385–10	I	I	P	P	P	P	–	I	–	–	–
Motor Vehicle Accidents Prev	385–55	–	I	I	I	I	I	I	A	–	–	–
Army Safety Program	385–10	–	A	A	A	A	A	A	I	I	I	I
LEADERSHIP:												
Quality of Life		–	–	P	A	A	A	A [1]	–	–	–	–
Reprisal Training		–	–	I	R	R	I	–	–	–	–	–
Principles	600–100	–	–	I	I	I	I	I	–	–	–	–
MILITARY HISTORY:		–	–	P	P	P	P	–	P	–	–	–
OPERATIONAL TECHNIQUES:												
First Aid		P	–	–	–	–	–	–	–	–	–	–
NBC Defense/MOPP 4 Posture	351–1	P	R	P	P	P	–	–	P	P	P	P
Opposing Forces	350–2	I	I	I	I	P	P	–	I	I	I	I
Operations Security	530–1	I	I	I	I	I	–	–	I	I	I	I
Electronics Security	380–19	–	I	P	I	I	–	–	–	–	–	–
Preventive Maintenance Checks and Services		–	I	P	I	I	–	–	–	–	–	–

Legend for Table B-2:

Training codes. P—Program; I—Integrated, R—Refresher; A—Awareness; WOCS—Warrant Officer Senior Course; MWOC—Master Warrant Officer Course
Applicable to the First Sergeants Course.
Integrate as applicable at proponents' option.

Glossary

**Section I
Abbreviations**

AAR
after action review

AC
Active Component

ACCP
Army Correspondence Course Program

ADT
active duty training

AHS
Academy of Health Sciences, U.S. Army

AIT
advanced individual training

ALCE
airlift control element

AMC
U.S. Army Materiel Command

AMEDD
Army Medical Department

AMTAS
Army Modernization Training Automation System

ANCOC
Advanced Noncommissioned Officers' Course

AOR
area of responsibility

APFT
Army physical fitness test

ARNG
Army National Guard

ARPERCEN
Army Reserve Personnel Center

ARPRINT
Army Program for Individual Training

ASA(M&RA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASA(RDA)
Assistant Secretary of the Army (Research, Development, and Acquisition)

ASI
additional skill identifier

AT
annual training

ATRRS
Army Training Requirements and Resource System

AWC
Army War College

BCT
basic combat training

BCTP
Battle Command Training Program

BNCOC
Basic Noncommissioned Officer Course

BOS
battlefield operating systems

BSEP
Basic Skills Education Program

BSX
battle simulation exercise

CALFEX
combined arms live fire exercise

CAR
Chief, Army Reserve

CAS3
Combined Arms and Services Staff School

CATS
Combined Arms Training Strategy

CBS
corps battle simulation

CCH
Chief of Chaplains

CFX
command field exercise

CFSC
Community and Family Support Center

CG
commanding general

CGSOC
Command and General Staff Officer Course

CID
Criminal Investigation Command

CINC
commander-in-chief

CIOR (French acronym)
Inter-allied Confederation of Reserve Officers

CIPMS
Civilian Intelligence Personnel Management System

CMT
common military training

CMTC
Combat Maneuver Training Center

CNGB
Chief, National Guard Bureau

COFT
conduct-of-fire trainer

COMEX
communications exercise

CONUS
continental United States

CONUSA
the numbered armies in the continental United States

CPA
Chief of Public Affairs

CPX
command post exercise

CS
combat support

CSM
Command Sergeant Major

CSS
combat service support

CTA
common table of allowances

CTC
Combat Training Center

CTG
command training guidance

CTT
Common Task Test

CTX
combined training exercise

CVSP
Cardiovascular Screening Program

CW
chemical warfare

DA
Department of the Army

DCSINT
Deputy Chief of Staff for Intelligence

DCSLOG
Deputy Chief of Staff for Logistics

DCSOPS
Deputy Chief of Staff for Operations and Plans

DCSPER
Deputy Chief of Staff for Personnel

DEPEX
deployment exercise

DET
displaced equipment training

DISC4
Director of Information Systems for Command, Control, Communications, and Computers

DOD
Department of Defense

DOS
disk operating system

DSN
Defense Switched Network

DTT
doctrine and tactics training

EDRE
emergency deployment readiness exercise

EFMB
Expert Field Medical Badge

EIB
Expert Infantryman Badge

ENDEX
end of exercise

ETM
extension training material

EUSA
Eighth U.S. Army

EXEVAL
external evaluation

FAO
foreign area officer

FCX
fire coordination exercise

FITT
frequency, intensity, time, type

FLOT
forward line of own troops

FLPP
foreign language proficiency pay

FM
field manual

FORMDEPS
FORSCOM Mobilization and Planning System

FORSCOM
Forces Command

FSC
First Sergeant Course

FTX
field training exercise

FY
fiscal year

GTA
graphic training aid

HQDA
Headquarters, Department of the Army

HSC
U.S. Army Health Services Command

IADT
initial active duty for training

ICRO
Inter-Allied Confederation of Reserve Officers

IDT
inactive duty training

IET
initial entry training

IG
inspector general

IMA
individual mobilization Augmentee

IMSA
installation medical supply activity

INSCOM
U.S. Army Intelligence and Security Command

IPB
intelligence preparation of the battlefield

IRR
Individual Ready Reserve

JA/ATT
Joint Airborne/Air Transportability Training

JCS
Joint Chiefs of Staff

JESS
joint exercise support system

JOTC
Jungle Operations Training Center

JRTC
Joint Readiness Training Center

JTX
joint training exercise

LCX
logistical coordination exercise

LET
launch effects trainer

LFX
live firing exercise

LOGEX
logistical exercise

LOI
letter of instruction

LTA
local training area

MAC
Military Airlift Command

MACOM
major Army command

MAPEX
map exercise

MCOFT
mobile conduct-of-fire trainer

MCX
movement coordination exercise

MDW
U.S. Army Military District Washington

MEDCEN
U.S. Army Medical Center

MEDDAC
medical department activity

METL
mission essential task list

METT–T
mission, enemy, terrain, troops and time available

MILES
Multiple Integrated Laser Engagement System

MOBEX
mobilization exercise

MODRE
mobilization and deployment readiness exercise

MOI
memorandum of instruction

MOPP
mission-oriented protective posture

MOS
military occupational specialty

MQS
military qualifications standards

MRA
maneuver rights area

MS
mobilization station

MSO
medical supply office

MTA
major training area

MTMC
Military Traffic Management Command

MTOE
modification table of organization and equipment

MTP
mission training plan

MTT
mobile training team

MUSARC
Major U.S. Army Reserve Command

MUTA
Multiple Unit Training Assembly

MWOC
Master Warrant Officer Course

NBC
nuclear, biological, and chemical

NCO
noncommissioned officer

NCOES
Noncommissioned Officer Education System

NET
new equipment training

NGB
National Guard Bureau

NSTD
nonsystems training devices

NTC
National Training Center

NWTC
Northern Warfare Training Center

OAC
Officer Advanced Course

OBC
Officer Basic Course

OCAR
Office of the Chief, Army Reserve

OCONUS
outside continental United States

ODCSOPS
Office of the Deputy Chief of Staff for Operations and Plans

ODT
overseas deployment training

OPFOR
opposing forces

OPLAN
operation plan

OPSEC
operations security

OPTEMPO
operating tempo

OSUT
one station unit training

PAMO
Pacific Airlift Management Office

PERSCOM
U.S. Total Army Personnel Command

PGE
preliminary gunners examine

PLDC
primary leadership development course

PLL
prescribed load list

PMOS
primary military occupational specialty

POI
program of instruction

POM
program objective memorandum

PT
physical training

PW
prisoner of war

QTB
quarterly training briefing

QTC
quarterly training calendar

QTG
quarterly training guidance

RC
Reserve Component

RCODT
Reserve Component overseas deployment training

REDTRAIN
tactical intelligence readiness training

ROTC
Reserve Officers' Training Corps

SAEDA
Subversion and Espionage Directed Against U.S. Army and Deliberate Security Violations

SATS
Standard Army Training System

SDT
self-development test

SECDEF
Secretary of Defense

SERE
survival, evasion, resistance, and escape

SI
skill identifier

SIMNET
simulations networking

SM
soldier's manual

SMC
Sergeants Major Course

SOF
Special Operations Forces

SOP
standing operating procedure

SOSOC
Special Operations Staff Officers' Course

SQI
special qualifications identifiers

STARTEX
start of exercise

STD
system training development (devices)

STP
soldier training publication

STRAC
Standards in Training Commission

STX
situational training exercise

SWOT
senior warrant officer training

TADSS
training aids, devices, simulators, and simulations

TAMIS
Training Ammunition Management Information System

TAMMS
The Army Maintenance Management System

TAMS
Training Ammunition Management System

TC
training circular

TCGST
tank crew gunnery skills test

TCPC
tank crew proficiency course

TDA
tables of distribution and allowance

TDY
temporary duty

T&EO
training and evaluation outline

TEWT
tactical exercise without troops

TIG
The Inspector General

TJAG
The Judge Advocate General

TOE
table(s) of organization and equipment

TPU
troop program unit

TRADOC
U.S. Army Training and Doctrine Command

TRC
training readiness condition

TSC
training support center

TSFO
tactical simulations forward observer

TSG
The Surgeon General

TSO
training standard officer

TSOP
tactical standing operating procedure

TTP
tactics, techniques, and procedures

UCMJ
Uniform Code of Military Justice

UCOFT
unit conduct-of-fire trainer

USACIDC
U.S. Army Criminal Investigation Command

USAISC
U.S. Army Information Systems Command

USAJFKSWC
U.S. Army John F. Kennedy Special Warfare Center and School

USMA
United States Military Academy

USAR
U.S. Army Reserve

USARC
U.S. Army Reserve Command

USAREC
U.S. Army Recruiting Command

USAREUR
U.S. Army Europe

USARPAC
U.S. Army Pacific

USARSO
U.S. Army South

USASOC
U.S. Army Special Operations Command

USATSC
U.S. Army Training Support Center

USMA
United States Military Academy

USPACOM
United States Pacific Command

UTA
Unit Training Assembly

WESTCOM
U.S. Army Western Command

WOSC
Warrant Officer Senior Course

WOTTCS
Warrant Officer Technical and Tactical Certification System

YTB
yearly training briefing

YTC
yearly training calendar

YTG
yearly training guidance

**Section II
Terms**

Active Component
That portion of the U.S. Army in which organizations are comprised of personnel on full-time duty in active military service of the United States.

Active for duty training
A tour of duty for training RC soldiers. The soldier must be under orders to return to non-active duty status when the period of ADT is completed.

Advanced Skills Education Program
A program which enhances those educational

competencies of noncommissioned officers that support their career development and growth.

Affiliation
The close and continuous association or identification of a soldier with a single regiment/institution or of a unit with another unit.

After action review
A method of providing feedback to units by involving participants in the training diagnostic process in order to increase and reinforce learning. The after action review leader guides participants in identifying deficiencies and seeking solutions.

Annual training
The minimum period of ADT associated with RC units and individuals to satisfy annual training requirements associated with an RC. It may be performed during one consecutive period or in increments of one or more days, depending upon mission requirements.

Army Correspondence Course Program
A formal course of instruction developed by service schools with enrolled students and centrally administered by the Army Institute for Professional Development. (DA Pam 351–20 is the formal catalog for the Army Correspondence Course Program.)

Army modernization training
Required training to support the Army modernization process. Such training includes new equipment training, displaced equipment training, doctrine and tactics training, and sustainment training.

Army Program for Individual Training
The program which defines the Army's requirements and capabilities for individual training at established courses.

Army Skills Education Program
Program of instruction in reading, writing, arithmetic, and language skills required for duty performance and career development for grades E6 and above.

Assessment
An analysis of the effectiveness of a unit, activity, or force.

Basic Skills Education Program
Program of basic instruction in reading, writing, arithmetic, and language skills for soldiers. Basic Skills Education Program I provides instruction during initial entry training. Basic Skills Education Program II improves educational skills needed to enhance job proficiency through grade E5.

Battle book
A graphic portrayal of how to accomplish the force's wartime mission.

Battle Command Training Program
The corps/division staff level CTC which provides a two-phase training program for corps and division commanders and staffs. A

5-day seminar is held at Ft. Leavenworth or unit home station, and a 5-day "Warfighter" computer simulation driven CPX is conducted at unit home station.

Battle drill

A collective action executed by a platoon or smaller element without the application of a deliberate decision-making process. The action is vital to success in combat or critical to preserve life. The drill is initiated on a cue, such as a simple leader order, and is a trained response to the given stimulus. It requires minimal leader orders to accomplish and is standard throughout like units in the Army.

Battlefield operating systems

The major functions occurring on the battlefield and performed by the force to successfully execute operations. The seven systems are listed below. Additionally, nuclear, biological, and chemical capabilities must be integrated throughout each battlefield operating system.

 a. *Intelligence.*
 b. *Maneuver.*
 c. *Fire support.*
 d. *Mobility, countermobility, survivability.*
 e. *Air defense.*
 f. *Combat service support.*
 g. *Command and control.*

Battle focus

The process of deriving peacetime training requirements from wartime missions.

Battle roster

A listing of individuals, crews, or elements that reflects capabilities, proficiencies of critical tasks, and other information concerning war fighting abilities.

Battle staff

The organic battalion primary and special staff, plus task-organized slice (CS and CSS) unit leaders.

Battle task

A task which must be accomplished by a subordinate organization if the next higher headquarters is to accomplish a mission essential task. Battle tasks are selected by the senior commander from the subordinate organization's METL.

Class VIII

Medical materiel and repair parts.

Collective training

Training in schools or in units to prepare cohesive teams and units to accomplish their critical wartime missions.

Combat lifesaver

A nonmedical soldier trained to provide lifesaving measures beyond the level of self-aid or buddy-aid.

Combat Maneuver Training Center

The USAREUR based CTC located at Hohenfels, Germany, that provides

USAREUR maneuver brigades and battalions with a 4 to 5 day force-on-force exercise every 14 months.

Combat Training Center Program

An Army program established to provide realistic joint service and combined arms training in accordance with Army doctrine. It is designed to provide training units opportunities to increase collective proficiency on the most realistic battlefield available during peacetime. The four components of the CTC program are as follows:

 a. *The National Training Center.*
 b. *The Combat Maneuver Training Center.*
 c. *The Joint Readiness Training Center.*
 d. *The Battle Command Training Program.*

Combined arms and services training

Collective training which is jointly conducted by associated combat arms, combat support and combat service support units.

Combined arms live fire exercise

A high-cost, resource intensive exercise in which player units move or maneuver and employ organic and supporting weapons systems using full-service ammunition with attendant integration of all combat, CS, and CSS functions.

Combined Arms Training Strategy

The Combined Arms Training Strategy describes how the doctrinal force trains and lists resources required for training. CATS integrates training of heavy, light, and special operating forces of both Active and Reserve Components. The foundation of CATS is a series of proponent generated strategies for schools and units that describe the events, frequencies, and resources required to train to standard.

Combined training exercise

A training exercise that is jointly conducted by military forces of more than one nation.

Command echelon risk management

A technique described in FM 101–5. The commander's initial planning guidance initiates risk management integration. The commander directs the staff to identify necessary risks and risk controls as "considerations affecting the possible courses of action." This ensures commander and staff estimates identify and assess risks, develop risk reduction controls, compare risk to mission benefits, and control costs to mission benefits. After consideration of all estimates, the commander's final selection of a course of action will include, as appropriate, what risks will be accepted, elimination of unnecessary risks, and establishment of specific controls to reduce potential risk. The commander articulates these aspects within an operation plan or order.

Command field exercise

A field training exercise with reduced troop

and vehicle density, but with full command and control, and CSS elements.

Command post exercise

A medium-cost, medium-overhead exercise in which the forces are simulated that may be conducted from garrison locations or between participating headquarters.

Command training guidance

The long-range planning document published by division and brigades (or equivalents) in the AC and RC to prescribe future training and related activities.

Common military training

Training which augments broad mission training and provides a specific individual or collective skill or knowledge in support of critical tasks.

Concurrent training

Scheduled training designed to train groups of soldiers simultaneously on different tasks. These tasks may or may not be related. For example, a leader may subdivide the unit at a rifle range into firing orders. Soldiers who are not firing may train on preliminary marksmanship instruction, target detection, soldier decontamination procedures, or map reading.

Crew drill

A collective action that a crew of a weapon or piece of equipment must perform to use the weapon or equipment successfully in combat or to preserve life. This action is a trained response to a given stimulus such as a simple leader order or the status of the weapon or equipment. It requires minimal leader orders to accomplish and is standard for that weapon or piece of equipment throughout the Army.

Cross-training

Training of a soldier on tasks related to another duty position within the same MOS or tasks related to a secondary MOS at the same skill level.

Current strategy

Training strategy described in the Combined Arms Training Strategy for training at the present time.

Deployment exercise

An exercise which provides training for soldiers, units, and support agencies in the tasks and procedures for deploying from home stations or installations to potential areas of hostilities.

Displaced equipment training

Training provided to users and supporters on how to operate, maintain, and employ displaced equipment.

Doctrine and tactics training

Training provided to commanders, staffs, leaders, and operators on how to employ a new system. It is a component of both new equipment training and displaced equipment

training. Tactics and techniques are covered through battle drills and situational training exercises which embody the "how to fight" doctrine.

Emergency deployment readiness exercises
Minimum notice exercises to test unit deployment capabilities under contingency conditions.

Field training exercises
A high-cost, high-overhead exercise conducted in the field under simulated war conditions. During field training exercises, participating units exercise command and control of all echelons in battle functions against actual or simulated opposing forces.

Fire coordination exercise
A medium-cost, reduced scale exercise that can be conducted at platoon, company team, or battalion task force level. During fire coordination exercises, participating units exercise command and control skills through the integration of all organic weapon systems, as well as indirect and supporting fires. Weapon densities may be reduced for participating units, and subcaliber devices substituted for service ammunition.

Hazard
Either —
a. A source of risk peril.
b. The potential for an unwanted release of energy to result in personal injury or property damage.
c. A condition which creates or increases the chances of loss from a given peril.

Inactive duty training
Authorized training performed by an RC member not on active duty or active duty for training, and consisting of regularly scheduled unit training assemblies, additional training assemblies, or equivalent training periods.

Individual Ready Reserve
The Individual Ready Reserve generally consists of a manpower pool of individuals who have had military training and have served in the Active Component or in the selected Reserve and have some military service obligation remaining.

Individual Replacement System
The Personnel Management System currently used to fill Army-wide requirements, defined at the grade and MOS level of detail, by individually selected soldiers.

Individual training
Training which officers and NCOs (leader training) or soldiers (soldier training) receive in schools, units, or by self-study. This training prepares the individual to perform specified duties or tasks related to the assigned or next higher specialty code or skill level and duty position. The majority of individual

training is focused on the critical tasks contained in the soldier's manuals for enlisted and MQS manuals for officers.

Initial active duty for training
Training designed to provide basic combat survival skills to Reserve Component personnel during BT, AIT, or OSUT.

Initial entry training
Training given to personnel on initial entry into the army providing an orderly transition from civilian to military life. This training includes —
a. For enlisted soldiers, basic combat training, AIT, or OSUT. These courses provide skills and knowledge training needed to perform MOS and related duties at first unit of assignment.
b. For warrant officers, the Warrant Officer Candidate School and Warrant Officer Tactical and Technical Certification Course. These courses branch-qualify individuals and prepare them for their first duty assignment.
c. For commissioned officers, OBC. This course branch qualifies individuals and prepares them for their first duty assignment.

Institutional training
Training conducted in schools (Army service schools, USAR schools, NCO academies) or Army training centers. Institutions that conduct this training are commonly referred to as being part of the training base.

Integrated NBC training
Training that requires the accomplishment of individual and unit missions under actual or simulated NBC conditions.

Job Skill Education Program
Program which provides a standardization curriculum that enhances academic knowledge and skills required for job performance and career growth.

Joint Readiness Training Center
The CTC temporarily located at Little Rock AFB and Ft. Chaffee, AR, which provides light infantry and other rapid deployment units with a 14- to 21-day force-on-force exercise focusing on low- to mid-intensity conditions.

Joint training
Training in which elements of more than one Service of the same nation participate.

Lane training
A technique for training company/team-level and smaller units on a series of selected soldier, leader, and collective tasks using specific terrain.

Leader assessment
Subjective estimate of soldier, subordinate leader, and unit proficiency in tasks that support METL; that is, platoon collective tasks, squad collective tasks, or critical soldier/

leader tasks. Leader assessment provides input to the commander's assessment of unit proficiency in its METL.

Leader book
A leader tool maintained at crew level and above for recording and tracking soldier proficiency on mission-oriented tasks.

Learning center
A facility primarily dedicated as a delivery point for individual or small group multimedia based instruction. Learning centers contain the equipment and instructional materials to meet training or educational needs.

Logistics exercise
An exercise which concentrates on training tasks associated with the combat service support battlefield operating system.

Map exercise
Low-cost, low-overhead training exercise that portrays military situations on maps and overlays that may be supplemented with terrain models and sand tables. It enables commanders to train their staffs in performing essential integrating and control functions under simulated wartime conditions.

M-Day
The day the Secretary of Defense directs a mobilization (partial, full, or total) based on a decision by the National Command Authority.

Military occupational specialty
A term used to identify a grouping of duty positions possessing such close occupational or functional relationship that an optimal degree of interchangeability among soldiers exists at any given level of skill.

Military qualification standards
The Army's primary system for integrating the officer leader development effort of commandants, commanders, and individual officers. The MQS system consists of three levels; MQS I (precommissioning), MQS II (company grade), and MQS III (field grade). MQS identifies officer leader training requirements in terms of tasks, professional knowledge subject areas, and professional military education. MQS I and II are manual based. MQS III is in the development stage. MQS provides the framework for officer leader development by providing training standards for the three pillars of leader development; that is, institutional training, operational assignments, and self-development.

Mission essential task
A collective task in which an organization must be proficient to accomplish an appropriate portion of its wartime mission(s).

Mission essential task list
A compilation of collective mission essential tasks which must be successfully performed

if an organization is to accomplish its wartime mission.

Mission oriented protective posture
A flexible system for protection against NBC contamination. This posture requires personnel to wear only that protective clothing and equipment (MOPP gear) appropriate to the threat and work rate imposed by the mission, temperature, and humidity. There are five levels of MOPP (0-4, MOPP 4 offers the most protection but also degrades mission performance the most).

Mission training plan
A descriptive training document which provides units with a clear description of what and how to train to achieve wartime mission proficiency. MTPs elaborate on wartime missions in terms of comprehensive training and evaluation outlines. They provide exercise concepts and related training management aids to assist field commanders in the planning and execution of effective unit training.

Multi-echelon training
An approach where individual and collective training in units occurs simultaneously at different levels. For example, a company commander conducts a tactical exercise without training with platoon leaders, while the platoon sergeants and squad leaders are conducting reconnaissance patrol training for the rifle squads and crew drill for the mortar and anti-armor crews.

Multiple unit training assembly
A training assembly that consists of more than one 4-hour session, that is, at least 8 hours training on Saturday and Sunday, for a total of 16 or more hours of training.

National Training Center
A training center that provides CONUS-based heavy combat battalion task forces 2 weeks of advanced, intensive combat training on a rotational basis in a general environment applicable to Europe, North Africa, or the Middle East.

New equipment training
Training to prepare commanders, leaders, trainers, users, and maintenance personnel during development and fielding of new equipment. It includes training to prepare commanders, staff, and junior leaders to fight with new weapons and equipment.

One station unit training
Initial entry training in which elements of basic training and AIT are provided in the same unit, under one cadre for the total period of training. In OSUT, elements of basic training and AIT are either integrated (provided simultaneously) or are nonintegrated (provided in distinct basic training/AIT phases).

Operating tempo
The annual operating miles or hours for the major equipment system in a battalion-level or equivalent organization. Operating tempo is used by commanders to forecast and allocate funds for fuel and repair parts for training events and programs.

Opportunity training
Training conducted by section, squad, team, or crew-level leaders which is preselected, planned, and rehearsed, but not executed until unexpected training time becomes available; for example, when waiting for transportation, or completing scheduled training early, or when a break occurs in a training exercise.

Opposing Force Program
An Army-wide peacetime training program to teach the doctrine, tactics, and tactical vulnerabilities and strengths of potential enemies at division level and below. OPFOR is designed to provide commanders with a realistic and credible opposing force, using the doctrine, tactics and weapons systems of potential adversaries.

Organizational assessment
A process used by Army senior leaders to analyze and correlate evaluations of various functional systems, such as, training, logistics, personnel, and force integration, to determine an organization's capability to accomplish its wartime mission.

Performance oriented training
Training in which learning is accomplished through performance or the actual doing of the tasks under specified conditions until an established standard is met. This includes hands-on training consisting of a skill demonstration phase, a skill practice phase, and a skill evaluation phase.

Precombat checks
Detailed final checks that all units conduct before and during combat operations.

Pre-execution checks
The informal planning and detailed coordination conducted during preparation for training.

Prerequisite training
Skills or knowledge that individuals must have before beginning to learn a task.

Projected strategy
A term used to describe a future training strategy primarily for the Combined Arms Training Strategy.

Proponent agency
An Army organization or staff that has been assigned primary responsibility for material or subject matter in its area of interest. Quarterly training guidance An AC training management document published at each level from battalion to division that addresses a 3-month planning period. The quarterly training guidance adjusts, as required, and further develops the training guidance contained in long-range plans, to include specific training objectives for each major training event.

Refresher training
Training conducted to train again a task with soldiers or units who have previously been proficient but require a reorientation to a task, to include a walk-through.

Reserve Components
Individuals and units assigned to the Army National Guard or the U.S. Army Reserve who are not in active service but are subject to call to active duty.

Reverse cycle training
Training which reverses the normal duty day so that training takes place during periods of reduced or limited visibility.

Risk
An expression of potential loss in terms of hazard severity, accident probability, and exposure to hazard.

Risk management
The process of making high risk operations safer by eliminating or reducing risks while retaining overall mission benefit.

Roundout
Reserve brigades and battalions designated to bring the incomplete structure of certain CONUS-based Active Army divisions to full wartime strength.

Roundup
Reserve brigade and battalions designated to provide additional robustness and increased employment flexibility to fully structured Active Army divisions.

Self-development test
A written test that allows NCOs to measure and guide their growth in the skills they will need as they continue to develop as leaders.

Situational training exercises
A training package easily tailored to assist in training critical tasks and missions. The package provides training methods and procedures, resource requirements, situations, and scenarios.

Slice
A term used to describe a grouping of combat arms, combat support, and combat service support units which are task organized for wartime missions or are habitually associated for peacetime training

Soldier's manual
A soldier training publication which lists the critical task summaries for a specific military occupational specialty and skill level. It provides the conditions, standards, and performance measures for each critical task. A soldier's manual is published for each military occupational specialty and provides the base document for specific individual task training and evaluation.

Soldier training publications
Task specific publications which support individual training and evaluation of critical tasks. This group of publications consists of soldiers' manuals, trainers' guides, and military qualification standards manuals.

Standard Army Training System
Database software that integrates the automation of unit METLs, the commanders assessment of proficiency, and training management administration.

It also manages ammunition, fuel, and the budget process. This data is used to forecast and monitor annual resource needs.

Sustainment training
Training required to maintain the minimum acceptable level of proficiency or capability required to accomplish a training objective.

Tactical exercise without troops
A low-cost, low-overhead exercise conducted in the field on actual terrain suitable for training units for specific missions. It is used to train subordinate leaders and battle staffs on terrain analysis and unit and weapons emplacement. It also trains on planning the execution of the unit mission.

Tactical intelligence readiness training
An Army-wide program conducted by national level intelligence agencies and activities designed to maintain and improve the technical and foreign language skills of tactical intelligence personnel.

Take-home package
A complete record of a unit's activities during a rotation at a Combat Training Center. Included are recommendations for home station training to correct deficiencies and evaluate training plans.

Task
A clearly defined and measurable activity accomplished by soldiers and units. Tasks are specific activities which contribute to the accomplishment of encompassing missions or other requirements.

Trainer's guide
A soldier training publication that provides information required by training managers and trainers to meet their responsibilities in the overall training plan for a particular MOS.

Training
The instruction of personnel to individually and collectively increase their capacity to perform specific military functions and tasks.

Training Ammunition Management Information System
A computer system that provides a data link to HQDA from installations and divisions to exchange information on ammunition authorizations and usage data by training events.

Training Ammunition Management System
An Army-wide program that determines training ammunition requirements, justifies the requirements and supporting funds, and provides command involvement in managing and controlling training ammunition.

Training and audiovisual support officer
The manager for training and audiovisual support activities at installation level.

Training and evaluation outline
A summary document prepared for each training activity that provides information on collective training objectives, related individual training objectives, resource requirements, and applicable evaluation procedures.

Training assessment
An analytical process used by Army leaders to determine an organization's current level of proficiency on mission essential tasks.

Training device
Any three-dimensional object developed, fabricated, or procured specifically for improving the learning process. Training devices are categorized as systems devices or nonsystems devices. Systems devices are designed for use with a materiel system or item of equipment including subassemblies or components (for example, training devices for the TOW missile system and M60 series tank). Nonsystems devices are designed to support general military training or training not directly related to a specific materiel system.

Training efficiency
That part of the evaluation process that seeks to determine how well the trainer used the available training resources to accomplish the assigned training objectives.

Training goal
A broad statement of desired individual or unit proficiency with respect to a capability required for mission readiness or accomplishment.

Training management
The process used by Army leaders to identify training requirements and subsequently plan, resource, execute, and evaluate training.

Training manager
A person responsible for the planning, organization, conduct, and evaluation of training, to include the development of the training program. Training managers include any commander who develops a training program or who provides guidance to commanders who do. Under present Army policies, battalion and separate company commanders are the principal training managers. However, company commanders or the operations and training officers of commands developing training programs are also training managers.

Training objective
A statement that describes the desired outcome of a training activity. A training objective consists of the following three parts:

a. Task. A clearly defined and measurable activity accomplished by soldiers, leaders, or units.

b. Condition(s). The circumstances and environment in which a task is to be performed.

c. Standard. The minimum acceptable proficiency required in the performance of a particular training task.

Training program
The training document that outlines the general plan for the conduct of individual and collective training in an organization for specified periods of time.

Training records
Informal records maintained at the unit level that include information about the training and test results of individuals, crews, teams, and units. These records assist training managers and trainers to develop training programs and to prepare and conduct training.

Training resources
Training resources (human, physical, financial, and time) used to conduct or support training. They may be internally controlled by a unit or externally controlled by a headquarters that allocates their use to units as required.

Training schedule
A document prepared at company level that specifies the who, what, when, and where of training to be conducted by the unit.

Training strategy
The method(s) used to attain desired levels of training proficiency on mission essential tasks.

Training support center
An authorized installation activity assigned responsibility for providing products and services, to include storage, loan or issue, accountability and maintenance of visual information equipment and training aids, devices, simulators, and simulations.

Transition training
Unit training that is responsive to changes in equipment, doctrine, or organization. It has the following three parts:

a. Training of individuals assigned to the unit prior to the change.

b. Training of individuals assigned to the unit after the change and without prior experience.

c. Embedding in the unit's training program sustainment of required individual and collective skills.

Unit test
A component of the mission training plan that provides a methodology to conduct a formal external evaluation at the discretion of

the commander to provide a "snapshot" of unit proficiency.

Unit training assembly
An authorized and scheduled period of unit inactive duty training at least 4 hours in length.

Yearly training briefing
A decision briefing at which the Reserve Component commander presents his or her yearly training program for approval. This briefing is normally presented to the next higher peacetime command.

Yearly training guidance
An RC training management document published at each level from battalion to division that addresses a 1-year planning period. The yearly training guidance adjusts, as required, and further develops the training guidance contained in long-range plans, to include specific training objectives for each major training event.

Section III
Special Abbreviations and Terms
There are no special terms.

Index

This index is organized alphabetically by topic and subtopic. Topics and subtopics are identified by paragraph number.

USAPA

ELECTRONIC PUBLISHING SYSTEM
TEXT FORMATTER ... Version 2.45

PIN: 060747–000
DATE: 08-11-98
TIME: 14:33:32
PAGES SET: 48

DATA FILE: s322.fil
DOCUMENT: AR 350–41
DOC STATUS: NEW PUBLICATION